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PMP

Project Management Professional



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Topic 1, Volume A

### Sections

1. Volume A
2. Volume B
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## **Exam A**

### **QUESTION 1**

Which input to the Manage Stakeholder Engagement process is used to document changes that occur during the project?

- A. Issue log
- B. Change log
- C. Expert judgment
- D. Change requests

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

### **QUESTION 2**

An input to the Plan Stakeholder Management process is:

- A. The project charter.
- B. The stakeholder analysis.
- C. A communication management plan.
- D. A stakeholder register.

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

### **QUESTION 3**

An input to the Plan Cost Management process is:

- A. Cost estimates.
- B. Resource calendars,
- C. The project charter,
- D. The risk register.

**Correct Answer: C**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

## **QUESTION 4**

A technique used to determine the cause and degree of difference between baseline and actual performance is:

- A. Product analysis.
- B. Variance analysis.
- C. Document analysis,
- D. Decomposition.

**Correct Answer: B**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

## **QUESTION 5**

The process of identifying and documenting project roles, responsibilities, required skills, and reporting relationships and creating a staffing management plan is known as:

- A. Develop Project Team.
- B. Manage Project Team.
- C. Acquire Project Team.
- D. Plan Human Resource Management.

**Correct Answer: D**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

## **QUESTION 6**

Which type of dependency is legally or contractually required or inherent in the nature of work and often involves physical limitations?

- A. Mandatory
- B. Discretionary
- C. Internal
- D. External

**Correct Answer:** A

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 7**

During which process does a project manager review all prior information to ensure that all project work is completed and that the project has met its objectives?

- A. Monitor and Control Project Work
- B. Perform Quality Assurance
- C. Close Project or Phase
- D. Control Scope

**Correct Answer:** C

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 8**

An input to the Manage Project Team process is:

- A. Work performance reports.
- B. Change requests.
- C. Activity resource requirements.
- D. Enterprise environmental factors.

**Correct Answer:** A

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 9**

Which input provides suppliers with a clear set of goals, requirements, and outcomes?

- A. Procurement statement of work
- B. Purchase order
- C. Source selection criteria
- D. Bidder conference

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 10**

A large portion of a projects budget is typically expended on the processes in which Process Group?

- A. Executing
- B. Planning
- C. Monitoring and Controlling
- D. Closing

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 11**

A project manager providing information to the right audience, in the right format, at the right time is an example of which type of communication?

- A. Efficient
- B. Effective
- C. Push
- D. Pull

**Correct Answer: B**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 12**

Scope, schedule, and cost parameters are integrated in the:

- A. Performance measurement baseline.
- B. Analysis of project forecasts,
- C. Summary of changes approved in a period,
- D. Analysis of past performance.

**Correct Answer: A**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 13**

A project in which the scope, time, and cost of delivery are determined as early as possible is following a life cycle that is:

- A. Adaptive
- B. Predictive
- C. Incremental
- D. Iterative

**Correct Answer: B**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 14**

What is the schedule performance index (SPI) if the planned value (PV) is \$100, the actual cost (AC) is \$150, and the earned value (EV) is \$50?

- A. 0.50
- B. 0.67
- C. 1.50
- D. 2.00

**Correct Answer:** A  
**Section:** Volume A  
**Explanation**

**Explanation/Reference:**

**QUESTION 15**

Which item is an input to the Define Activities process?

- A. Schedule data
- B. Activity list
- C. Risk register
- D. Scope baseline

**Correct Answer:** D  
**Section:** Volume A  
**Explanation**

**Explanation/Reference:**

**QUESTION 16**

Which document defines how a project is executed, monitored and controlled, and closed?

- A. Strategic plan
- B. Project charter
- C. Project management plan
- D. Service level agreement

**Correct Answer:** C  
**Section:** Volume A  
**Explanation**

**Explanation/Reference:**

**QUESTION 17**

Which changes occur in risk and uncertainty as well as the cost of changes as the life cycle of a typical project progresses?

- A. Risk and uncertainty increase; the cost of changes increases.
- B. Risk and uncertainty increase; the cost of changes decreases.
- C. Risk and uncertainty decrease; the cost of changes increases.
- D. Risk and uncertainty decrease; the cost of changes decreases.

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 18**

Which tool or technique is used in the Plan Scope Management process?

- A. Document analysis
- B. Observations
- C. Product analysis
- D. Expert judgment

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 19**

Which tool or technique is an examination of industry and specific vendor capabilities?

- A. Independent estimates
- B. Market research
- C. Analytical techniques
- D. Bidder conferences



**Correct Answer: B**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 20**

An input used in developing the communications management plan is:

- A. Communication models.
- B. Enterprise environmental factors.
- C. Organizational communications,
- D. Organizational cultures and styles.

**Correct Answer: B**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 21**

Regression analysis, failure mode and effect analysis (FMEA), fault tree analysis (FTA), and trend analysis are examples of which tool or technique?

- A. Expert judgment
- B. Forecasting methods
- C. Earned value management
- D. Analytical techniques

**Correct Answer: D**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 22**

The Perform Quality Assurance process occurs in which Process Group?

- A. Executing

- B. Monitoring and Controlling
- C. Initiating
- D. Planning

**Correct Answer:** A

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 23**

Enterprise environmental factors are an input to which process?

- A. Control Scope
- B. Define Scope
- C. Plan Scope Management
- D. Collect Requirements

**Correct Answer:** C

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 24**

Which process develops options and actions to enhance opportunities and reduce threats to project objectives?

- A. Identify Risks
- B. Control Risks
- C. Plan Risk Management
- D. Plan Risk Responses

**Correct Answer:** D

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 25**

The process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule is known as:

- A. Plan Schedule Management.
- B. Develop Project Charter.
- C. Develop Schedule.
- D. Plan Scope Management.

**Correct Answer:** A

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 26**

When alternative dispute resolution (ADR) is necessary, which tool or technique should be utilized?

- A. Interactive communication
- B. Claims administration
- C. Conflict management
- D. Performance reporting

**Correct Answer:** B

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 27**

Which quality management and control tool is useful in visualizing parent-to-child relationships in any decomposition hierarchy that uses a systematic set of rules that define a nesting relationship?

- A. Interrelationship digraphs
- B. Tree diagram
- C. Affinity diagram
- D. Network diagram

**Correct Answer:** B  
**Section:** Volume A  
**Explanation**

**Explanation/Reference:**

## **QUESTION 28**

The only Process Group that comprises processes that typically occur from the beginning to the end of the project life cycle is:

- A. Planning.
- B. Executing,
- C. Monitoring and Controlling.
- D. Closing.

**Correct Answer:** C  
**Section:** Volume A  
**Explanation**

**Explanation/Reference:**

## **QUESTION 29**

Organizational theory is a tool used in which Project Human Resource Management process?

- A. Manage Project Team
- B. Acquire Project Team
- C. Develop Project Team
- D. Plan Human Resource Management

**Correct Answer:** D  
**Section:** Volume A  
**Explanation**

**Explanation/Reference:**

## **QUESTION 30**

Which tools or techniques are used in the Plan Schedule Management process?

- A. Benchmarking, expert judgment, and analytical techniques
- B. Statistical sampling, benchmarking, and meetings
- C. Negotiations, pre-assignment, and multi-criteria decision analysis
- D. Expert judgment, analytical techniques, and meetings

**Correct Answer:** D

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 31**

A project manager is appointed full-time to a project and is given full-time administrative staff and full-time project team members. This situation describes which type of organizational structure?

- A. Projectized
- B. Weak matrix
- C. Functional
- D. Balanced matrix

**Correct Answer:** A

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 32**

A project charter is an output of which Process Group?

- A. Executing
- B. Planning
- C. Initiating
- D. Closing

**Correct Answer:** C

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 33**

Which tool or technique is effective in a project in which the deliverable is not a service or result?

- A. Inspection
- B. Variance analysis
- C. Decomposition
- D. Product analysis

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 34**

An element of the project scope statement is:

- A. Acceptance criteria.
- B. A stakeholder list.
- C. A summary budget,
- D. High-level risks.

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 35**

Which document describes the necessary information to determine if a project is worth the required investment?

- A. Cost baseline
- B. Service level agreement
- C. Memorandum of understanding
- D. Business case

**Correct Answer: D**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 36**

Which process involves monitoring the status of the project to update the project costs and managing changes to the cost baseline?

- A. Estimate Costs
- B. Control Costs
- C. Determine Budget
- D. Plan Cost Management

**Correct Answer: B**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 37**

Which group is formally chartered and responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project and for recording and communicating decisions?

- A. Project team
- B. Focus group
- C. Change control board
- D. Project stakeholders

**Correct Answer: C**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 38**

Plan Schedule Management is a process in which Knowledge Area?

- A. Project Scope Management
- B. Project Human Resource Management
- C. Project Integration Management
- D. Project Time Management

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 39**

An output of the Validate Scope process is:

- A. A requirements traceability matrix.
- B. The scope management plan.
- C. Work performance reports.
- D. Change requests.

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 40**

The Perform Integrated Change Control process occurs in which Process Group?

- A. Initiating
- B. Executing
- C. Monitoring and Controlling
- D. Planning

**Correct Answer: C**

**Section: Volume A**

**Explanation**



**Explanation/Reference:**

**QUESTION 41**

Which input to the Plan Risk Management process provides information on high-level risks?

- A. Project charter
- B. Enterprise environmental factors
- C. Stakeholder register
- D. Organizational process assets

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 42**

Which input may influence quality assurance work and should be monitored within the context of a system for configuration management?

- A. Work performance data
- B. Project documents
- C. Scope baseline
- D. Requirements documentation

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 43**

Change requests are processed for review and disposition according to which process?

- A. Control Quality
- B. Control Scope
- C. Monitor and Control Project Work
- D. Perform Integrated Change Control

**Correct Answer: D**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 44**

The review of a seller's progress toward achieving the goals of scope and quality within cost and schedule compared to the contract is known as:

- A. Work performance information.
- B. Inspections and audits.
- C. Payment systems.
- D. Procurement performance reviews.

**Correct Answer: D**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 45**

The iterative and interactive nature of the Process Groups creates the need for the processes in which Knowledge Area?

- A. Project Communications Management
- B. Project Integration Management
- C. Project Risk Management
- D. Project Scope Management

**Correct Answer: B**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 46**

Market conditions and published commercial information are examples of which input to the Estimate Costs process?

- A. Scope baseline
- B. Organizational process assets
- C. Enterprise environmental factors
- D. Risk register

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 47**

An output of the Develop Project Team process is:

- A. Organizational process assets.
- B. Enterprise environmental factors updates.
- C. Project staff assignments.
- D. Organizational charts and position descriptions.

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 48**

The process of confirming human resource availability and obtaining the team necessary to complete project activities is known as:

- A. Plan Human Resource Management.
- B. Acquire Project Team.
- C. Manage Project Team.
- D. Develop Project Team.

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 49**

Which item is an example of personnel assessment?

- A. Resource calendar
- B. Tight matrix
- C. Team-building activity
- D. Focus group

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 50**

The Plan Stakeholder Management process belongs to which Process Group?

- A. Executing
- B. Initiating
- C. Planning
- D. Monitoring and Controlling

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 51**

Which input to the Manage Stakeholder Engagement process provides guidance on how stakeholders can best be involved in a project?

- A. Feedback analysis
- B. Stakeholder analysis
- C. Communication management plan
- D. Stakeholder management plan

**Correct Answer:** D  
**Section:** Volume A  
**Explanation**

**Explanation/Reference:**

## **QUESTION 52**

A method of obtaining early feedback on requirements by providing a working model of the expected product before actually building is known as:

- A. Benchmarking.
- B. Context diagrams.
- C. Brainstorming.
- D. Prototyping.

**Correct Answer:** D  
**Section:** Volume A  
**Explanation**

**Explanation/Reference:**

## **QUESTION 53**

Which stakeholder classification model groups stakeholders based on their level of authority and their active involvement in the project?

- A. Power/influence grid
- B. Power/interest grid
- C. Influence/impact grid
- D. Salience model

**Correct Answer:** A  
**Section:** Volume A  
**Explanation**

**Explanation/Reference:**

## **QUESTION 54**

Which Plan Schedule Management tool or technique may involve choosing strategic options to estimate and schedule the project?

- A. Facilitation techniques

- B. Expert judgment
- C. Analytical techniques
- D. Variance analysis

**Correct Answer: C**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 55**

Which basic quality tool is most useful when gathering attributes data in an inspection to identify defects?

- A. Control charts
- B. Pareto diagrams
- C. Ishikawa diagrams
- D. Checksheets

**Correct Answer: D**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 56**

The process of estimating the type and quantity of material, human resources, equipment, or supplies required to perform each activity is known as:

- A. Collect Requirements.
- B. Conduct Procurements.
- C. Estimate Activity Durations.
- D. Estimate Activity Resources.

**Correct Answer: D**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 57**

Which input to the Identify Stakeholders process provides information about internal or external parties related to the project?

- A. Procurement documents
- B. Communications plan
- C. Project charter
- D. Stakeholder register

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 58**

The Identify Stakeholders process is found in which Process Group?

- A. Initiating
- B. Monitoring and Controlling
- C. Planning
- D. Executing

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 59**

An input to Develop Project Charter is a/an:

- A. Business case.
- B. Activity list.
- C. Project management plan.
- D. Cost forecast.

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 60**

Which item is a formal proposal to modify any document, deliverable, or baseline?

- A. Change request
- B. Requirements documentation
- C. Scope baseline
- D. Risk urgency assessment

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 61**

Which process determines the risks that may affect the project and documents their characteristics?

- A. Control Risks
- B. Plan Risk Management
- C. Plan Risk Responses
- D. Identify Risks

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 62**

An example of a group decision-making technique is:

- A. Nominal group technique.



- B. Majority.
- C. Affinity diagram.
- D. Multi-criteria decision analysis.

**Correct Answer: B**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 63**

A risk response strategy in which the project team shifts the impact of a threat, together with ownership of the response, to a third party is called:

- A. mitigate
- B. accept
- C. transfer
- D. avoid

**Correct Answer: C**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 64**

An output of the Plan Quality Management process is:

- A. A process improvement plan,
- B. Quality control measurements.
- C. Work performance information,
- D. The project management plan.

**Correct Answer: A**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 65**

A project manager should document the escalation path for unresolved project risks in the:

- A. Change control plan
- B. Stakeholder register
- C. Risk log
- D. Communications management plan

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 66**

Which process in Project Time Management includes reserve analysis as a tool or technique?

- A. Estimate Activity Resources
- B. Sequence Activities
- C. Estimate Activity Durations
- D. Develop Schedule

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 67**

Which risk management strategy seeks to eliminate the uncertainty associated with a particular upside risk by ensuring that the opportunity is realized?

- A. Enhance
- B. Share
- C. Exploit
- D. Accept

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 68**

Payback period, return on investment, internal rate of return, discounted cash flow, and net present value are all examples of:

- A. Expert judgment.
- B. Analytical techniques.
- C. Earned value management.
- D. Group decision-making techniques.

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 69**

The definition of when and how often the risk management processes will be performed throughout the project life cycle is included in which risk management plan component?

- A. Timing
- B. Methodology
- C. Risk categories
- D. Budgeting

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 70**

When a backward pass is calculated from a schedule constraint that is later than the early finish date that has been calculated during a forward pass calculation, this causes which type of total float?

- A. Negative
- B. Zero
- C. Positive
- D. Free

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 71**

A reward can only be effective if it is:

- A. Given immediately after the project is completed.
- B. Something that is tangible.
- C. Formally given during project performance appraisals.
- D. Satisfying a need valued by the individual.

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 72**

Which tool or technique allows a large number of ideas to be classified into groups for review and analysis?

- A. Nominal group technique
- B. Idea/mind mapping
- C. Affinity diagram
- D. Brainstorming

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 73**

Using values such as scope, cost, budget, and duration or measures of scale such as size, weight, and complexity from a previous similar project as the basis for estimating the same parameter or measurement for a current project describes which type of estimating?

- A. Bottom-up
- B. Parametric
- C. Analogous
- D. Three-point

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 74**

Sending letters, memos, reports, emails, and faxes to share information is an example of which type of communication?

- A. Direct
- B. Interactive
- C. Pull
- D. Push

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 75**

Which earned value management (EVM) metric is a measure of the cost efficiency of budgeted resources expressed as a ratio of earned value (EV) to actual cost (AC) and is considered a critical EVM metric?

- A. Cost variance (CV)
- B. Cost performance index (CPI)
- C. Budget at completion (BAC)

D. Variance at completion (VAC)

**Correct Answer:** B

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

## **QUESTION 76**

Which process involves defining, preparing, and coordinating all subsidiary plans and integrating them into a comprehensive plan?

- A. Direct and Manage Project Work
- B. Develop Project Management Plan
- C. Plan Quality Management
- D. Monitor and Control Project Work

**Correct Answer:** B

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

## **QUESTION 77**

Inputs to the Plan Schedule Management process include:

- A. Organizational process assets and the project charter,
- B. Enterprise environmental factors and schedule tools.
- C. Time tables and Pareto diagrams.
- D. Activity attributes and resource calendars.

**Correct Answer:** A

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

## **QUESTION 78**

A strengths, weaknesses, opportunities, and threats (SWOT) analysis is a tool or technique used in which process?

- A. Identify Risks
- B. Control Risks
- C. Perform Quantitative Risk Analysis
- D. Perform Qualitative Risk Analysis

**Correct Answer:** A

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 79**

Which Knowledge Area involves identifying the people, groups, or organizations that may be impacted by or impact a project?

- A. Project Risk Management
- B. Project Human Resource Management
- C. Project Scope Management
- D. Project Stakeholder Management

**Correct Answer:** D

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

#### **QUESTION 80**

Which input to Collect Requirements is used to identify stakeholders who can provide information on requirements?

- A. Stakeholder register
- B. Scope management plan
- C. Stakeholder management plan
- D. Project charter

**Correct Answer:** A

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 81**

Which process identifies whether the needs of a project can best be met by acquiring products, services, or results outside of the organization?

- A. Plan Procurement Management
- B. Control Procurements
- C. Collect Requirements
- D. Plan Cost Management

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 82**

Which tool or technique is used to manage change requests and the resulting decisions?

- A. Change control tools
- B. Expert judgment
- C. Delphi technique
- D. Change log

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 83**

The planned work contained in the lowest level of work breakdown structure (WBS) components is known as:

- A. Work packages.
- B. Accepted deliverables.
- C. The WBS dictionary.
- D. The scope baseline.



**Correct Answer:** A  
**Section:** Volume A  
**Explanation**

**Explanation/Reference:**

**QUESTION 84**

In which Knowledge Area is the project charter developed?

- A. Project Cost Management
- B. Project Scope Management
- C. Project Time Management
- D. Project Integration Management

**Correct Answer:** D  
**Section:** Volume A  
**Explanation**

**Explanation/Reference:**

**QUESTION 85**

The ability to influence cost is greatest during which stages of the project?

- A. Early
- B. Middle
- C. Late
- D. Completion

**Correct Answer:** A  
**Section:** Volume A  
**Explanation**

**Explanation/Reference:**

**QUESTION 86**

Which process involves developing an approximation of the monetary resources needed to complete project activities?

- A. Estimate Costs
- B. Control Costs
- C. Determine Budget
- D. Plan Cost Management

**Correct Answer:** A

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

## **QUESTION 87**

Which tool or technique is used in the Develop Project Management Plan process?

- A. Pareto diagram
- B. Performance reporting
- C. SWOT analysis
- D. Expert judgment

**Correct Answer:** D

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

## **QUESTION 88**

Lessons learned are created and project resources are released in which Process Group?

- A. Planning
- B. Executing
- C. Closing
- D. Initiating

**Correct Answer:** C

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 89**

When should quality planning be performed?

- A. While developing the project charter
- B. In parallel with the other planning processes
- C. As part of a detailed risk analysis
- D. As a separate step from the other planning processes

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 90**

A key benefit of the Manage Communications process is that it enables:

- A. The best use of communication methods.
- B. An efficient and effective communication flow.
- C. Project costs to be reduced.
- D. The best use of communication technology.

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 91**

The ways in which the roles and responsibilities, reporting relationships, and staffing management will be addressed and structured within a project is described in the:

- A. Human resource management plan.
- B. Activity resource requirements.
- C. Personnel assessment tools,
- D. Multi-criteria decision analysis.

**Correct Answer: A**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 92**

The process of identifying and documenting relationships among the project activities is known as:

- A. Control Schedule.
- B. Sequence Activities.
- C. Define Activities.
- D. Develop Schedule.

**Correct Answer: B**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 93**

Conditions that are not under the control of the project team that influence, direct, or constrain a project are called:

- A. Enterprise environmental factors
- B. Work performance reports
- C. Organizational process assets
- D. Context diagrams

**Correct Answer: A**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 94**

The organization's perceived balance between risk taking and risk avoidance is reflected in the risk:

- A. Responses
- B. Appetite
- C. Tolerance
- D. Attitude

**Correct Answer:** A

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 95**

An output of the Manage Stakeholder Engagement process is:

- A. change requests
- B. enterprise environmental factors
- C. the stakeholder management plan
- D. the change log

**Correct Answer:** A

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 96**

Which process numerically analyzes the effect of identified risks on overall project objectives?

- A. Plan Risk Management
- B. Plan Risk Responses
- C. Perform Quantitative Risk Analysis
- D. Perform Qualitative Risk Analysis

**Correct Answer:** C

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 97**

An input to the Plan Procurement Management process is:

- A. Source selection criteria.
- B. Market research.
- C. A stakeholder register.
- D. A records management system.

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 98**

Reserve analysis is a tool and technique used in which process?

- A. Plan Risk Management
- B. Plan Risk Responses
- C. Identify Risks
- D. Control Risks

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 99**

Updates to organizational process assets such as procurement files, deliverable acceptances, and lessons learned documentation are typical outputs of which process?

- A. Close Project or Phase
- B. Conduct Procurements
- C. Control Procurements

D. Close Procurements

**Correct Answer:** D

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

## QUESTION 100

Risk categorization is a tool or technique used in which process?

- A. Plan Risk Responses
- B. Plan Risk Management
- C. Perform Qualitative Risk Analysis
- D. Perform Quantitative Risk Analysis

**Correct Answer:** C

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

## QUESTION 101

A regression line is used to estimate:

- A. Whether or not a process is stable or has predictable performance.
- B. How a change to the independent variable influences the value of the dependent variable.
- C. The upper and lower specification limits on a control chart.
- D. The central tendency, dispersion, and shape of a statistical distribution.

**Correct Answer:** B

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

## QUESTION 102

An input to Conduct Procurements is:

- A. Independent estimates.
- B. Selected sellers.
- C. Seller proposals.
- D. Resource calendars.

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 103**

What are the Project Procurement Management processes?

- A. Conduct Procurements, Control Procurements, Integrate Procurements, and Close Procurements
- B. Estimate Procurements, Integrate Procurements, Control Procurements, and Validate Procurements
- C. Plan Procurement Management, Conduct Procurements, Control Procurements, and Close Procurements
- D. Plan Procurement Management, Perform Procurements, Control Procurements, and Validate Procurements

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 104**

Which tool or technique is used to develop the human resource management plan?

- A. Ground rules
- B. Expert judgment
- C. Team-building activities
- D. Interpersonal skills

**Correct Answer: B**

**Section: Volume A**

**Explanation**



**Explanation/Reference:**

**QUESTION 105**

Processes in the Planning Process Group are typically carried out during which part of the project life cycle?

- A. Only once, at the beginning
- B. At the beginning and the end
- C. Once during each phase
- D. Repeatedly

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 106**

The basis of identification for current or potential problems to support later claims or new procurements is provided by:

- A. A risk urgency assessment.
- B. The scope baseline.
- C. Work performance information.
- D. Procurement audits.

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 107**

Which Collect Requirements output links the product requirements to the deliverables that satisfy them?

- A. Requirements documentation
- B. Requirements traceability matrix
- C. Project management plan updates
- D. Project documents updates

**Correct Answer: B**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 108**

Units of measure, level of precision, level of accuracy, control thresholds, and rules of performance measurement are examples of items that are established in the:

- A. Cost management plan.
- B. Work performance information.
- C. Quality management plan.
- D. Work breakdown structure.

**Correct Answer: A**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 109**

Which type of dependency is established based on knowledge of best practices within a particular application area or some unusual aspect of the project in which a specific sequence is desired, even though there may be other acceptable sequences?

- A. External
- B. Internal
- C. Mandatory
- D. Discretionary

**Correct Answer: D**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 110**

Sensitivity analysis is typically displayed as a/an:

- A. Decision tree diagram.
- B. Tornado diagram.
- C. Pareto diagram.
- D. Ishikawa diagram.

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 111**

The Monitoring and Controlling Process Group includes processes that:

- A. Establish the scope, objectives, and course of action of a project,
- B. Define a new project or a new phase of an existing project.
- C. Track, review, and regulate the progress and performance of a project.
- D. Complete the work defined in the project management plan.

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 112**

Which Control Quality tool is also known as an arrow diagram?

- A. Matrix diagram
- B. Affinity diagram
- C. Tree diagram
- D. Activity network diagram

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 113**

A project manager builds consensus and overcomes obstacles by employing which communication technique?

- A. Listening
- B. Facilitation
- C. Meeting management
- D. Presentation

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 114**

When does the project team determine which dependencies are discretionary?

- A. Before the Define Activities process
- B. During the Define Activities process
- C. Before the Sequence Activities process
- D. During the Sequence Activities process

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 115**

Typical outcomes of a project include:

- A. Products, services, and improvements.
- B. Products, programs, and services.
- C. Improvements, portfolios, and services.

D. Improvements, processes, and products.

**Correct Answer:** A

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 116**

Which grid shows which resources are tied to work packages?

- A. Work breakdown structure (WBS)
- B. Responsibility assignment matrix (RAM)
- C. Project assignment chart
- D. Personnel assignment matrix

**Correct Answer:** B

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 117**

The iterative process of increasing the level of detail in a project management plan as greater amounts of information become available is known as:

- A. Continuous improvement.
- B. Predictive planning.
- C. Progressive elaboration.
- D. Quality assurance.

**Correct Answer:** C

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

**QUESTION 118**

An effective technique for resolving conflict that incorporates multiple viewpoints from differing perspectives to achieve consensus and commitment is:

- A. smooth/accommodate.
- B. force/direct,
- C. collaborate/problem solve,
- D. compromise/reconcile.

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 119**

A temporary endeavor that creates a unique product or service is called a:

- A. Project
- B. Plan
- C. Program
- D. Portfolio

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 120**

Status of deliverables, implementation status for change requests, and forecasted estimates to complete are examples of:

- A. Earned value management.
- B. Enterprise environmental factors.
- C. Organizational process assets.
- D. Work performance information.

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 121**

Which item is an output of Plan Quality Management and an input to Perform Quality Assurance?

- A. Organizational process updates
- B. Quality metrics
- C. Change requests
- D. Quality control measurements

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 122**

A project manager managing a cross-cultural virtual project team across several time zones should be concerned about the impacts of which communication technology factor?

- A. Urgent information need
- B. Sensitivity of information
- C. Project environment
- D. Ease of use

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 123**

The number of potential communication channels for a project with 5 stakeholders is:

- A. 10.
- B. 12.
- C. 20.

D. 24.

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

## **QUESTION 124**

The process of prioritizing risks for further analysis or action is known as:

- A. Plan Risk Management.
- B. Plan Risk Responses.
- C. Perform Qualitative Risk Analysis.
- D. Perform Quantitative Risk Analysis.

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

## **QUESTION 125**

Which tool or technique is used in validating the scope of a project?

- A. Facilitated workshops
- B. Interviews
- C. Inspection
- D. Meetings

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

## **QUESTION 126**

An input to Close Project or Phase is:



- A. Accepted deliverables,
- B. Final products or services,
- C. Document updates,
- D. Work performance information.

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 127**

An output of the Direct and Manage Project Work process is:

- A. Deliverables.
- B. Activity lists.
- C. A work breakdown structure.
- D. A scope statement.

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 128**

External organizations that have a special relationship with the enterprise and provide specialized expertise are called:

- A. Customers.
- B. Business partners.
- C. Sellers.
- D. Functional managers.

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 129**

Which process involves subdividing project deliverables and project work into smaller, more manageable portions?

- A. Develop Schedule
- B. Create WBS
- C. Estimate Activity Resources
- D. Define Scope

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 130**

In a project, total float measures the:

- A. Ability to shuffle schedule activities to lessen the duration of the project.
- B. Amount of time an activity can be extended or delayed without altering the project finish date.
- C. Cost expended to restore order to the project schedule after crashing the schedule.
- D. Estimate of the total resources needed for the project after performing a forward pass.

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 131**

Which Knowledge Areas include processes from the Closing Process Group?

- A. Project Quality Management and Project Time Management
- B. Project Scope Management and Project Risk Management
- C. Project Stakeholder Management and Project Cost Management
- D. Project Integration Management and Project Procurement Management

**Correct Answer: D**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 132**

Stakeholder satisfaction should be managed as a key project:

- A. Benefit
- B. Initiative
- C. Objective
- D. Process

**Correct Answer: C**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 133**

Which cost is associated with nonconformance?

- A. Liabilities
- B. Inspections
- C. Training
- D. Equipment

**Correct Answer: A**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 134**

Which tool or technique of the Define Activities process allows for work to exist at various levels of detail depending on where it is in the project life cycle?

- A. Historical relationships
- B. Dependency determination
- C. Bottom-up estimating
- D. Rolling wave planning

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

## **QUESTION 135**

An output of the Create WBS process is:

- A. Scope baseline.
- B. Change requests.
- C. Accepted deliverables.
- D. Variance analysis.

**Correct Answer: A**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

## **QUESTION 136**

A tool or technique used in the Control Procurements process is:

- A. Expert judgment.
- B. Performance reporting.
- C. Bidder conferences.
- D. Reserve analysis.

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 137**

Configuration identification, configuration status accounting, and configuration verification and audit are all activities in which process?

- A. Perform Quality Assurance
- B. Direct and Manage Project Work
- C. Monitor and Control Project Work
- D. Perform Integrated Change Control

**Correct Answer: D**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 138**

Which tool or technique is used in the Estimate Costs process?

- A. Acquisition
- B. Earned value management
- C. Vendor bid analysis
- D. Forecasting

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 139**

Which type of project management office (PMO) supplies templates, best practices, and training to project teams?

- A. Supportive
- B. Directive
- C. Controlling
- D. Instructive

**Correct Answer: A**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 140**

Which Define Activities output extends the description of the activity by identifying the multiple components associated with each activity?

- A. Project document updates
- B. Activity list
- C. Activity attributes
- D. Project calendars

**Correct Answer: C**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 141**

An input to the Identify Stakeholders process is:

- A. The project management plan.
- B. The stakeholder register.
- C. Procurement documents.
- D. Stakeholder analysis.

**Correct Answer: C**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 142**

Identify Risks is part of which Process Group?

- A. Planning
- B. Executing
- C. Closing
- D. Initiating

**Correct Answer: A**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 143**

Which conflict resolution technique searches for solutions that bring some degree of satisfaction to all parties in order to temporarily or partially resolve the conflict?

- A. Force/direct
- B. Withdraw/avoid
- C. Compromise/reconcile
- D. Collaborate/problem solve

**Correct Answer: C**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 144**

Which tool or technique is used in the Perform Integrated Change Control process?

- A. Decomposition
- B. Modeling techniques
- C. Resource optimization
- D. Meetings

**Correct Answer: D**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 145**

A logical relationship in which a successor activity cannot start until a predecessor activity has finished is known as:

- A. Start-to-start (SS).
- B. Start-to-finish (SF).
- C. Finish-to-start (FS).
- D. Finish-to-finish (FF).

**Correct Answer: C**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 146**

Which type of contract gives both the seller and the buyer flexibility to deviate from performance with financial incentives?

- A. Cost Plus Incentive Fee (CPIF)
- B. Fixed Price Incentive Fee (FPIF)
- C. Cost Plus Award Re (CPAF)
- D. Time and Material (T&M)

**Correct Answer: B**

**Section: Volume A**

**Explanation**

**Explanation/Reference:**

**QUESTION 147**

What is the estimate at completion (EAC) if the budget at completion (BAC) is \$100, the actual cost (AC) is \$50, and the earned value (EV) is \$25?

- A. \$50
- B. \$100
- C. \$125
- D. \$175



**Correct Answer: C**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 148**

The business needs, assumptions, and constraints and the understanding of the customers needs and high-level requirements are documented in the:

- A. Project management plan.
- B. Project charter.
- C. Work breakdown structure.
- D. Stakeholder register.

**Correct Answer: B**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 149**

Which Process Group and Knowledge Area include the Sequence Activities process?

- A. Executing Process Group and Project Time Management
- B. Executing Process Group and Project Cost Management
- C. Planning Process Group and Project Time Management
- D. Planning Process Group and Project Cost Management

**Correct Answer: C**  
**Section: Volume A**  
**Explanation**

**Explanation/Reference:**

**QUESTION 150**

In the Plan Stakeholder Management process, expert judgment is used to:

- A. Provide information needed to plan appropriate ways to engage project stakeholders.
- B. Ensure comprehensive identification and listing of new stakeholders.
- C. Analyze the information needed to develop the project scope statement.
- D. Decide the level of engagement of the stakeholders at each required stage.

**Correct Answer:** D

**Section:** Volume A

**Explanation**

**Explanation/Reference:**

Topic 2, Volume B

**QUESTION 151**

The degree, amount, or volume of risk that an organization or individual will withstand is known as its risk:

- A. Analysis
- B. Appetite
- C. Tolerance
- D. Response

**Correct Answer:** C

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 152**

Project deliverables that have been completed and checked for correctness through the Control Quality process are known as:

- A. Verified deliverables.
- B. Validated deliverables.
- C. Acceptance criteria.
- D. Activity resource requirements.

**Correct Answer:** A

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 153**

An output of the Perform Integrated Change Control process is:

- A. Deliverables.
- B. Validated changes.
- C. The change log.
- D. The requirements traceability matrix.

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 154**

During which process does the project team receive bids and proposals?

- A. Conduct Procurements
- B. Plan Procurements
- C. Estimate Costs
- D. Control Budget

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 155**

The process of monitoring the status of the project and product scope as well as managing the changes to the scope baseline is known as:

- A. Validate Scope.
- B. Plan Scope Management.
- C. Control Scope.
- D. Define Scope.

**Correct Answer: C**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 156**

Which output is the approved version of the time-phased project budget?

- A. Resource calendar
- B. Scope baseline
- C. Trend analysis
- D. Cost baseline

**Correct Answer: D**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 157**

The purpose of the Project Communications Management Knowledge Area is to:

- A. Monitor and control communications throughout the entire project life cycle.
- B. Maintain an optimal flow of information among all project participants.
- C. Develop an appropriate approach for project communications.
- D. Ensure timely and appropriate collection of project information.

**Correct Answer: D**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 158**

Processes in the Initiating Process Group may be completed at the organizational level and be outside of the project's:

- A. Level of control.

- B. Communication channels.
- C. Scope.
- D. Strategic alignment.

**Correct Answer: A**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

## **QUESTION 159**

At the completion of a project, a report is prepared that details the outcome of the research conducted on a global trend during the project. Which item did this project create?

- A. Result
- B. Product
- C. Service
- D. Improvement

**Correct Answer: A**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

## **QUESTION 160**

Power, urgency, and legitimacy are attributes of which stakeholder classification model?

- A. Salience
- B. Influence/impact
- C. Power/interest
- D. Power/influence

**Correct Answer: A**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 161**

Through whom do project managers accomplish work?

- A. Consultants and stakeholders
- B. Stakeholders and functional managers
- C. Project team members and consultants
- D. Project team members and stakeholders

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 162**

Which quality tool may prove useful in understanding and estimating the cost of quality in a process?

- A. Checksheets
- B. Histograms
- C. Flowcharts
- D. Control charts

**Correct Answer:** C

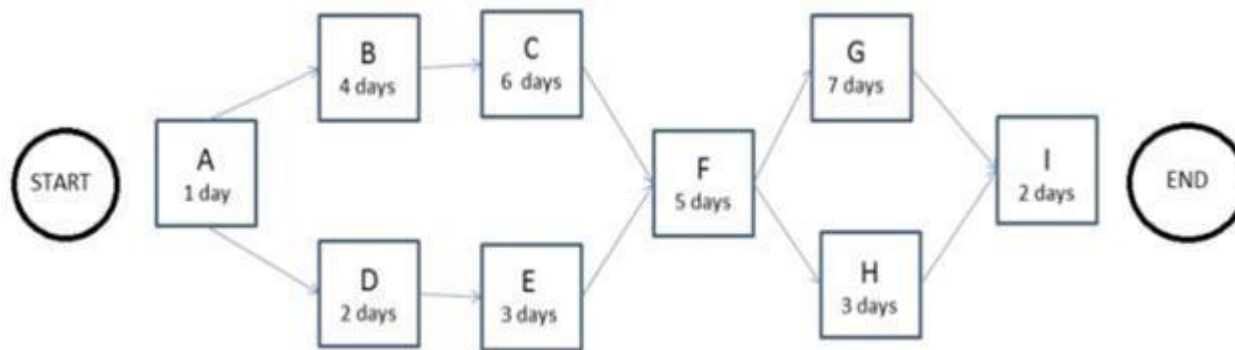
**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 163**

The following is a network diagram for a project.



The total float for the project is how many days?

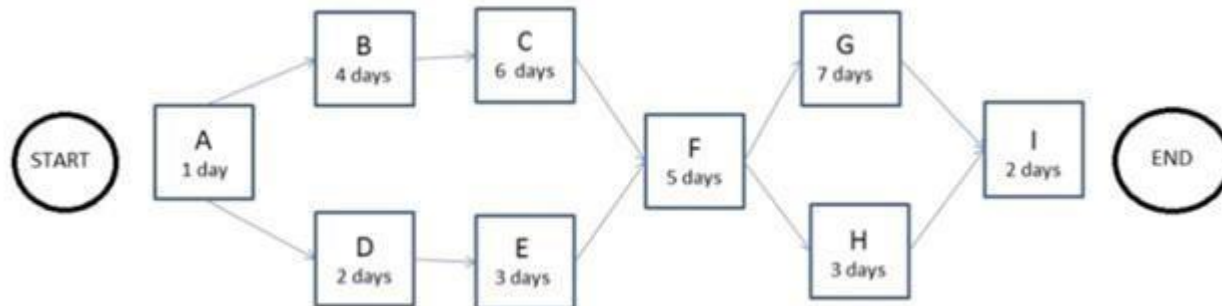
- A. 5
- B. 9
- C. 12
- D. 14

**Correct Answer:** B  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

#### QUESTION 164

The following is a network diagram for a project.



The free float for Activity E is how many days?

- A. 2
- B. 3
- C. 5
- D. 8

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

## QUESTION 165

Retreating from an actual or potential conflict or postponing the issue to be better prepared or to be resolved by others describes which of the five general techniques for managing conflict?

- A. Smooth/accommodate
- B. Withdraw/avoid
- C. Compromise/reconcile
- D. Force/direct

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

## QUESTION 166

Specification of both the deliverables and the processes is the focus of:

- A. Change control
- B. Configuration control
- C. Project monitoring and control
- D. Issue control

**Correct Answer: B**

**Section: Volume B**



**Explanation**

**Explanation/Reference:**

**QUESTION 167**

Which output of Project Cost Management consists of quantitative assessments of the probable costs required to complete project work?

- A. Activity cost estimates
- B. Earned value management
- C. Cost management plan
- D. Cost baseline

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 168**

While processes in the Planning Process Group seek to collect feedback and define project documents to guide project work, organizational procedures dictate when the project planning:

- A. ends.
- B. begins.
- C. delays.
- D. deviates.

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 169**

A stakeholder expresses a need not known to the project manager. The project manager most likely missed a step in which stakeholder management process?

- A. Plan Stakeholder Management

- B. Identify Stakeholders
- C. Manage Stakeholder Engagement
- D. Control Stakeholder Engagement

**Correct Answer:** A

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 170**

Skills necessary for project management such as motivating to provide encouragement; listening actively; persuading a team to perform an action; and summarizing, recapping, and identifying next steps are known as:

- A. organizational skills
- B. technical skills
- C. communication skills
- D. hard skills

**Correct Answer:** C

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 171**

Which tools or techniques are used during the Close Project or Phase process?

- A. Reserve analysis and expert judgment
- B. Facilitation techniques and meetings
- C. Expert judgment and analytical techniques
- D. Performance reviews and meetings

**Correct Answer:** C

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 172**

When a project is undertaken to reduce defects in a product or service, the objective of the project is to create a/an:

- A. improvement
- B. program
- C. result
- D. portfolio

**Correct Answer:** A

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 173**

The degree of uncertainty an entity is willing to take on in anticipation of a reward is known as its risk:

- A. management
- B. response
- C. tolerance
- D. appetite

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 174**

The zero duration of milestones in project planning occurs because milestones:

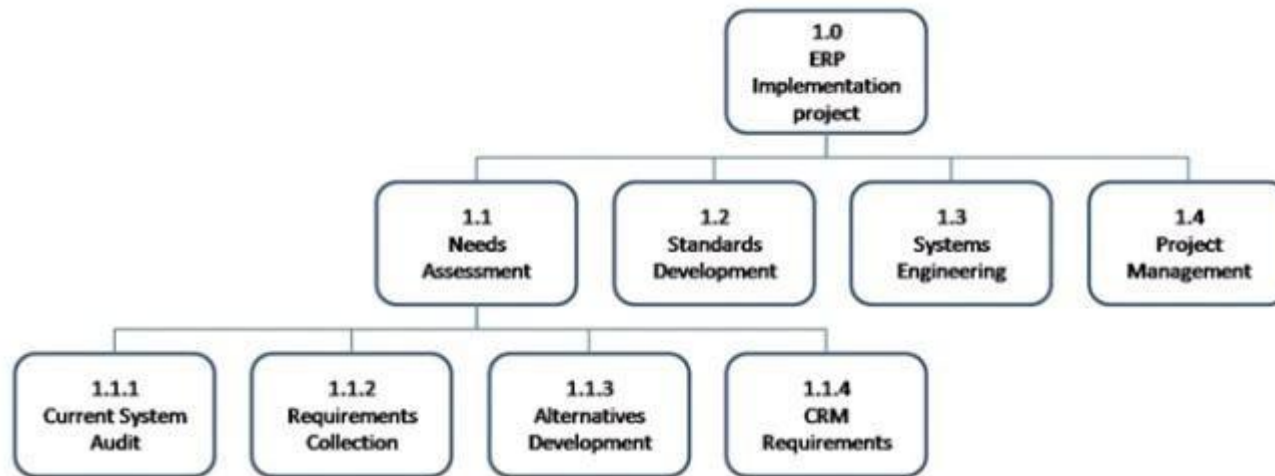
- A. Are unpredictable and challenge the Plan Schedule Management process.
- B. Occur at random times in the project plans.
- C. Represent a moment in time such as a significant project point or event.
- D. Represent both significant and insignificant points in the project and are difficult to anticipate.

**Correct Answer:** C  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

**QUESTION 175**

Which type of graphic is displayed below?



- A. Work breakdown structure
- B. Context diagram
- C. Control chart
- D. Pareto diagram

**Correct Answer:** A  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

**QUESTION 176**

An example of a group decision-making technique is:

- A. nominal group technique
- B. majority
- C. affinity diagram
- D. multi-criteria decision analysis

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

## **QUESTION 177**

Which tool or technique used in the Control Procurements process can be conducted during the execution of the project to verify compliance with deliverables?

- A. Procurement documents
- B. Inspection and audits
- C. Estimate budget
- D. Risk register

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

## **QUESTION 178**

Job satisfaction, challenging work, and sufficient financial compensation are values related to which interpersonal skill?

- A. Influencing
- B. Motivation
- C. Negotiation
- D. Trust building

**Correct Answer: B**

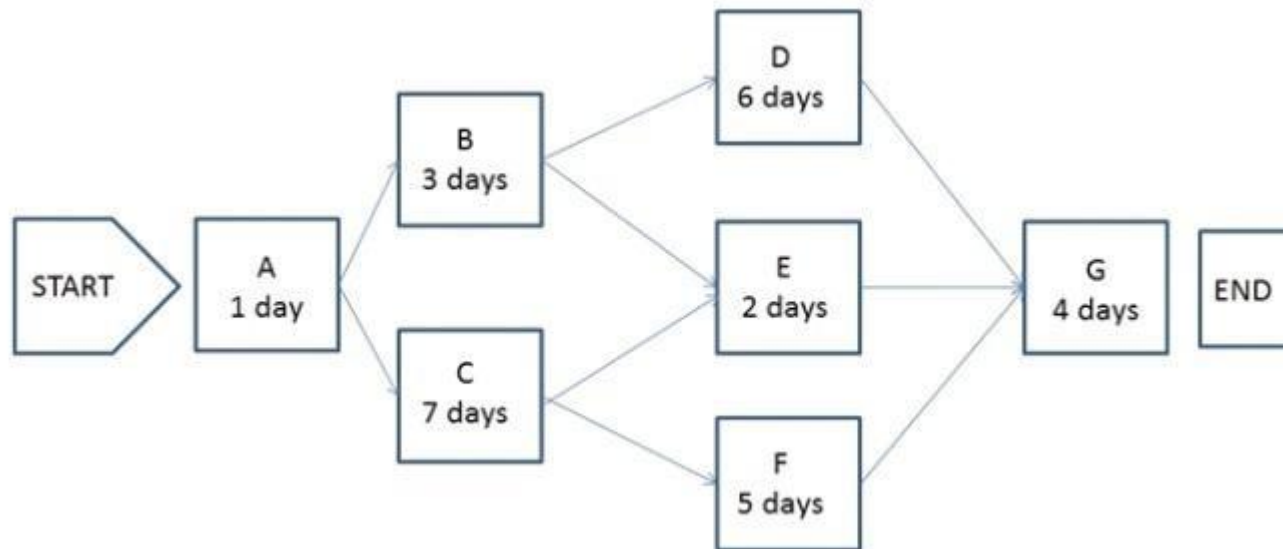
**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 179**

The following is a network diagram for a project.



The shortest non-critical path for the project is how many days in duration?

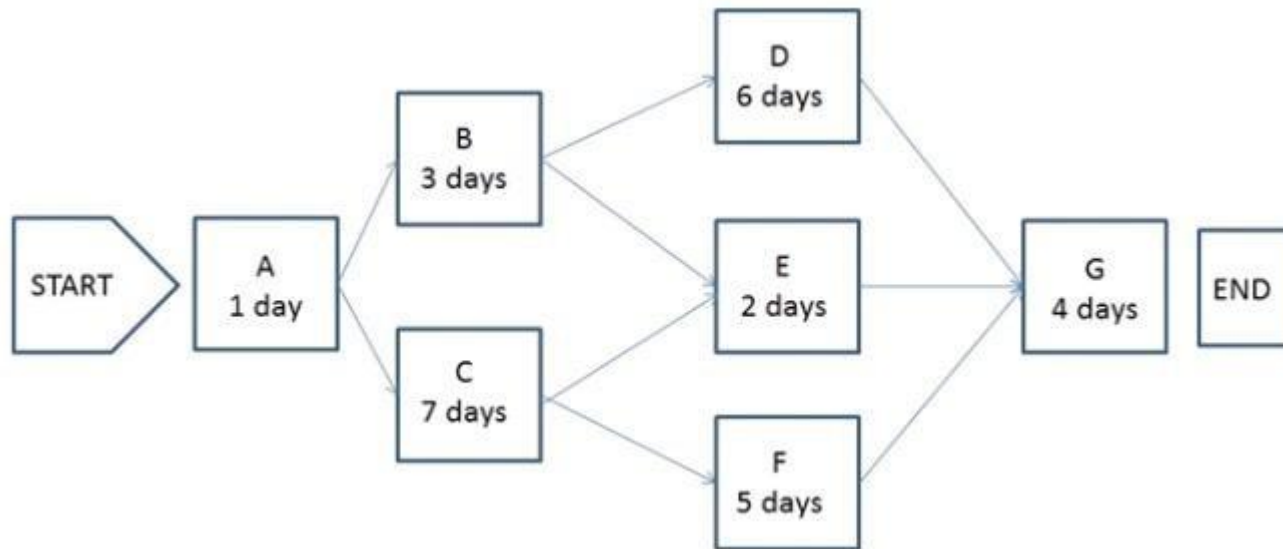
- A. 10
- B. 12
- C. 14
- D. 16

**Correct Answer: A**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 180**

The following is a network diagram for a project.



The critical path for the project is how many days in duration?

- A. 10
- B. 12
- C. 14
- D. 17

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

#### QUESTION 181

The component of the human resource management plan that includes ways in which team members can obtain certifications that support their ability to benefit the project is known as:

- A. recognition and rewards
- B. compliance

- C. staff acquisition
- D. training needs

**Correct Answer:** D  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

**QUESTION 182**

Stakeholders can be identified in later stages of the project because the Identify Stakeholders process should be:

- A. Continuous
- B. Discrete
- C. Regulated
- D. Arbitrary

**Correct Answer:** A  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

**QUESTION 183**

A graphic display of project team members and their reporting relationships is known as a:

- A. Resource calendar.
- B. Project organization chart.
- C. Resource breakdown structure (RBS).
- D. Responsibility assignment matrix (RAM).

**Correct Answer:** B  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**



**QUESTION 184**

Which item is a cost of conformance?

- A. Training
- B. Liabilities
- C. Lost business
- D. Scrap

**Correct Answer:** A

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 185**

Which key interpersonal skill of a project manager is defined as the strategy of sharing power and relying on interpersonal skills to convince others to cooperate toward common goals?

- A. Collaboration
- B. Negotiation
- C. Decision making
- D. Influencing

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 186**

Activity cost estimates and the project schedule are inputs to which Project Cost Management process?

- A. Estimate Costs
- B. Control Costs
- C. Plan Cost Management
- D. Determine Budget

**Correct Answer:** D

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 187**

In project management, a temporary project can be:

- A. Completed without planning
- B. A routine business process
- C. Long in duration
- D. Ongoing to produce goods

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 188**

Which document in the project management plan can be updated in the Plan Procurement Management process?

- A. Budget estimates
- B. Risk matrix
- C. Requirements documentation
- D. Procurement documents

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 189**

Which type of probability distribution is used to represent uncertain events such as the outcome of a test or a possible scenario in a decision tree?

- A. Uniform

- B. Continuous
- C. Discrete
- D. Linear

**Correct Answer: C**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 190**

Which change request is an intentional activity that realigns the performance of the project work with the project management plan?

- A. Update
- B. Preventive action
- C. Defect repair
- D. Corrective action

**Correct Answer: D**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 191**

Using parametric estimating, if an assigned resource is capable of producing 120 units per hour, how many hours are required to produce 12,000 units?

- A. 100
- B. 120
- C. 1,000
- D. 1,200

**Correct Answer: A**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 192**

Which stakeholder approves a project's result?

- A. Customer
- B. Sponsor
- C. Seller
- D. Functional manager

**Correct Answer:** A

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 193**

Which process involves determining, documenting, and managing stakeholders' needs and requirements to meet project objectives?

- A. Collect Requirements
- B. Plan Scope Management
- C. Define Scope
- D. Define Activities

**Correct Answer:** A

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 194**

Plan Communications Management develops an approach and plan for project communications based on stakeholders' needs and requirements and:

- A. Available organizational assets
- B. Project staff assignments
- C. Interpersonal skills
- D. Enterprise environmental factors

**Correct Answer:** A

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 195**

Perform Integrated Change Control is the process of:

- A. Reviewing, approving, and managing all change requests
- B. Facilitating change management, manuals, or automation tools
- C. Comparing actual results with planned results in order to expand or change a project
- D. Documenting changes according to the change control system by the change control board

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 196**

When painting a bedroom, preparing the walls can be done while the paint is being chosen. This is an example of a:

- A. lead
- B. lag
- C. mandatory dependency
- D. internal dependency

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 197**

Which action is included in the Control Costs process?

- A. Identify how the project costs will be planned, structured, and controlled

- B. Determine policies, objectives, and responsibilities to satisfy stakeholder needs
- C. Develop an approximation of the monetary resources needed to complete project activities
- D. Monitor cost performance to isolate and understand variances from the approved cost baseline

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 198**

What is the risk rating if the probability of occurrence is 0.30 and the impact if it does occur is moderate (0.20)?

- A. 0.03
- B. 0.06
- C. 0.10
- D. 0.50

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 199**

A complete set of concepts, terms, and activities that make up an area of specialization is known as:

- A. a Knowledge Area
- B. a Process Group
- C. program management
- D. portfolio management

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 200**

The risk response strategy in which the project team acts to reduce the probability of occurrence or impact of a risk is known as:

- A. exploit
- B. avoid
- C. mitigate
- D. share

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 201**

Which process is conducted from project inception through completion and is ultimately the responsibility of the project manager?

- A. Control Quality
- B. Monitor and Control Project Work
- C. Control Scope
- D. Perform Integrated Change Control

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 202**

Project management processes ensure the:

- A. alignment with organizational strategy
- B. efficient means to achieve the project objectives
- C. performance of the project team
- D. effective flow of the project throughout its life cycle

**Correct Answer:** D  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

**QUESTION 203**

An element of the modern quality management approach used to achieve compatibility with the International Organization for Standardization (ISO) is known as:

- A. Forecasting,
- B. Brainstorming.
- C. Historical databases.
- D. Cost of quality.

**Correct Answer:** D  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

**QUESTION 204**

Which items are components of a project management plan?

- A. Change management plan, process improvement plan, and scope management plan
- B. Agreements, procurement management plan, and work performance information
- C. Schedule management plan, project schedule, and resource calendars
- D. Scope baseline, project statement of work, and requirements traceability matrix

**Correct Answer:** A  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

**QUESTION 205**

Which project document is updated in the Control Stakeholder Engagement process?



- A. Project reports
- B. Issue log
- C. Lessons learned documentation
- D. Work performance information

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 206**

A project manager should communicate to stakeholders about resolved project issues by updating the:

- A. project records
- B. project reports
- C. stakeholder notifications
- D. stakeholder register

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 207**

Which Project Time Management process includes bottom-up estimating as a tool or technique?

- A. Estimate Activity Resources
- B. Sequence Activities
- C. Estimate Activity Durations
- D. Develop Schedule

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 208**

Progressively elaborating high-level information into detailed plans is performed by the:

- A. project management office
- B. portfolio manager
- C. program manager
- D. project manager

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 209**

An input to the Control Quality process is:

- A. Activity attributes
- B. Quality control measurements
- C. Enterprise environmental factors
- D. Deliverables

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 210**

The chart below is an example of a:

ID	Requirements Description	Project Objectives	WBS Deliverables	Product Design	Product Development	Test Cases
001						
002						
003						

- A. Responsibility assignment matrix (RAM)
- B. Work breakdown structure (WBS)
- C. RACI chart
- D. Requirements traceability matrix

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 211**

Which Perform Quality Assurance tool or technique is used to identify a problem, discover the underlying causes that lead to it, and develop preventative actions?

- A. Inspection
- B. Quality audits
- C. Design of experiments
- D. Root cause analysis

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 212**

A disadvantage associated with virtual teams is that they:

- A. Require communication technology that is not readily available.
- B. Create difficulties when including people with disabilities.
- C. Often cannot accommodate teams that work different hours or shifts.
- D. Create the possibility for misunderstandings to arise.

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 213**

In which phase of team building activities do team members begin to work together and adjust their work habits and behavior to support the team?

- A. Performing
- B. Storming
- C. Norming
- D. Forming

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 214**

Which project risk listed in the table below is most likely to occur?

Project Risks	Probability	Impact
Risk 1	L	M
Risk 2	H	H
Risk 3	L	L
Risk 4	M	L

- A. 1
- B. 2
- C. 3
- D. 4

**Correct Answer:** B

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

#### QUESTION 215

Which is an enterprise environmental factor?

- A. Marketplace conditions
- B. Policies and procedures
- C. Project files from previous projects
- D. Lessons learned from previous projects

**Correct Answer:** A

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

#### QUESTION 216

Project Stakeholder Management focuses on:

- A. project staff assignments
- B. project team acquisition
- C. managing conflicting interests
- D. communication methods

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 217**

A risk that arises as a direct result of implementing a risk response is called a:

- A. contingent risk
- B. residual risk
- C. potential risk
- D. secondary risk

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 218**

The purpose of developing a project scope management plan is to:

- A. Manage the timely completion of the project.
- B. Ensure that the project includes all of the work required.
- C. Make sure the project will satisfy the needs for which it was begun.
- D. Reduce the risk of negative events in the project.

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 219**

A tool and technique used in the Develop Project Charter process is:

- A. change control tools
- B. expert judgment
- C. meetings
- D. analytical techniques

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 220**

The following chart contains information about the tasks in a project.

Task	PV	AC	EV
1	10,000	10,000	10,000
2	10,000	8,000	10,000
3	10,000	8,000	8,000
4	9,000	12,000	10,000
5	10,000	12,000	12,000
6	10,000	10,000	12,000
7	12,000	12,000	10,000
8	10,000	8,000	9,000
9	12,000	10,000	11,000

Based on the chart, what is the cost performance index (CPI) for Task 2?

- A. 0.8
- B. 1
- C. 1.25
- D. 1.8

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 221**

The following chart contains information about the tasks in a project.



Task	PV	AC	EV
1	10,000	10,000	10,000
2	10,000	8,000	10,000
3	10,000	8,000	8,000
4	9,000	12,000	10,000
5	10,000	12,000	12,000
6	10,000	10,000	12,000
7	12,000	12,000	10,000
8	10,000	8,000	9,000
9	12,000	10,000	11,000

Based on the chart, what is the schedule variance (SV) for Task 8?

- A. -2,000
- B. -1,000
- C. 1,000
- D. 2,000

**Correct Answer:** B

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

#### QUESTION 222

The following chart contains information about the tasks in a project.

Task	PV	AC	EV
1	10,000	10,000	10,000
2	10,000	8,000	10,000
3	10,000	8,000	8,000
4	9,000	12,000	10,000
5	10,000	12,000	12,000
6	10,000	10,000	12,000
7	12,000	12,000	10,000
8	10,000	8,000	9,000
9	12,000	10,000	11,000

Based on the chart, what is the cost variance (CV) for Task 6?

- A. -2,000
- B. 0
- C. 1,000
- D. 2,000

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

#### QUESTION 223

The following chart contains information about the tasks in a project.

Task	PV	AC	EV
1	10,000	10,000	10,000
2	10,000	8,000	10,000
3	10,000	8,000	8,000
4	9,000	12,000	10,000
5	10,000	12,000	12,000
6	10,000	10,000	12,000
7	12,000	12,000	10,000
8	10,000	8,000	9,000
9	12,000	10,000	11,000

Based on the chart, what is the schedule performance index (SPI) for Task 4?

- A. 0.83
- B. 0.9
- C. 1.11
- D. 1.33

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 224**

One of the key benefits of the Plan Human Resource Management process is that it:

- A. outlines team selection guidelines and team member responsibilities.

- B. establishes project roles and responsibilities.
- C. improves teamwork, interpersonal skills, and competencies.
- D. provides an accurate appraisal of team member performance.

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 225**

Which Define Activities tool or technique is used for dividing and subdividing the project scope and project deliverables into smaller, more manageable parts?

- A. Decomposition
- B. Inspection
- C. Project analysis
- D. Document analysis

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 226**

Which type of analysis is used to determine the cause and degree of difference between the baseline and actual performance?

- A. Schedule network analysis
- B. Reserve analysis
- C. Alternative analysis
- D. Variance analysis

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 227**

A project's purpose or justification, measurable project objectives and related success criteria, a summary milestone schedule, and a summary budget are all components of which document?

- A. Work breakdown structure
- B. Requirements document
- C. Project charter
- D. Project management plan

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 228**

In the Define Activities process, the schedule management plan is used to:

- A. Capture the lessons learned from other projects for comparison.
- B. Contain the standard activity list.
- C. Document and support the project change requests.
- D. Prescribe the level of detail needed to manage the work.

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 229**

A project team attempts to produce a deliverable and finds that they have neither the expertise nor the time to complete the deliverable in a timely manner. This issue could have been avoided if they had created and followed a:

- A. risk management plan
- B. human resource management plan
- C. scope management plan

D. procurement management plan

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

## **QUESTION 230**

A benefit of using virtual teams in the Acquire Project Team process is the reduction of the:

- A. cultural differences of team members
- B. possibility of communication misunderstandings
- C. costs associated with travel
- D. costs associated with technology

**Correct Answer:** C

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

## **QUESTION 231**

Those who enter into a contractual agreement to provide services necessary for a project are:

- A. buyers
- B. sellers
- C. business partners
- D. product users

**Correct Answer:** B

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

## **QUESTION 232**

Project managers who lead by example and follow through on the commitments they make demonstrate the key interpersonal skill of:

- A. influencing
- B. leadership
- C. motivation
- D. coaching

**Correct Answer:** A

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 233**

Which items are an output of the Perform Integrated Change Control process?

- A. Work performance reports
- B. Accepted deliverables
- C. Project management plan updates
- D. Organizational process assets

**Correct Answer:** C

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 234**

Which term describes an assessment of correctness?

- A. Accuracy
- B. Precision
- C. Grade
- D. Quality

**Correct Answer:** A

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 235**

The cost baseline and project funding requirements are outputs of which process in Project Cost Management?

- A. Estimate Costs
- B. Control Costs
- C. Plan Cost Management
- D. Determine Budget

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 236**

The Project Human Resource Management process that involves confirming human resource availability and obtaining the team necessary to complete project activities is:

- A. Acquire Project Team.
- B. Plan Human Resource Management.
- C. Manage Project Team.
- D. Develop Project Team.

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 237**

At the start of a typical project life cycle, costs are:

- A. low, peak as work is carried out, and drop as the project nears the end.
- B. low, become steady as work is carried out, and increase as the project nears the end.
- C. high, drop as work is carried out, and increase as the project nears the end.



D. high, become low as work is carried out, and drop as the project nears the end.

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 238**

Success is measured by benefits realization for a:

- A. strategic plan
- B. project
- C. portfolio
- D. program

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 239**

Organizational process assets, a lessons-learned database, and historical information are all inputs to which process?

- A. Plan Cost Management
- B. Plan Scope Management
- C. Plan Stakeholder Management
- D. Plan Schedule Management

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 240**

A project team member agrees to change a project deliverable after a conversation with an external stakeholder. It is later discovered that the change

has had an adverse effect on another deliverable. This could have been avoided if the project team had implemented:

- A. Quality assurance.
- B. A stakeholder management plan.
- C. Project team building.
- D. Integrated change control.

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

## **QUESTION 241**

The process of defining how the project scope will be validated and controlled is known as:

- A. Define Scope.
- B. Develop Project Management Plan.
- C. Plan Scope Management.
- D. Plan Quality Management.

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

## **QUESTION 242**

Technical capability, past performance, and intellectual property rights are examples of:

- A. performance measurement criteria
- B. source selection criteria
- C. product acceptance criteria
- D. phase exit criteria

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 243**

The methodology that combines scope, schedule, and resource measurements to assess project performance and progress is known as:

- A. Earned value management.
- B. Forecasting.
- C. Critical chain methodology.
- D. Critical path methodology.

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 244**

Which process is usually a rapid and cost-effective means of establishing priorities for Plan Risk Responses?

- A. Identify Risks
- B. Plan Risk Management
- C. Perform Qualitative Risk Analysis
- D. Perform Quantitative Risk Analysis

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 245**

A special type of bar chart used in sensitivity analysis for comparing the relative importance of the variables is called a:

- A. triangular distribution
- B. tornado diagram
- C. beta distribution

D. fishbone diagram

**Correct Answer:** B

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 246**

A full-time project manager with low to moderate authority and part-time administrative staff is working in an organizational structure with which type of matrix?

- A. Strong
- B. Weak
- C. Managed
- D. Balanced

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 247**

Project Scope Management is primarily concerned with:

- A. Developing a detailed description of the project and product.
- B. Determining how requirements will be analyzed, documented, and managed.
- C. Defining and controlling what is and is not included in the project.
- D. Formalizing acceptance of the completed project deliverables.

**Correct Answer:** C

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 248**

For a stakeholder with low interest and high power, the project manager should:

- A. Monitor the stakeholder.
- B. Manage the stakeholder closely.
- C. Keep the stakeholder satisfied.
- D. Keep the stakeholder informed.

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 249**

In a typical project, project managers spend most of their time:

- A. Estimating
- B. Scheduling
- C. Controlling
- D. Communicating

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 250**

When closing a project or phase, part of the process may require the use of which type of analysis?

- A. Reserve analysis
- B. Regression analysis
- C. Document analysis
- D. Product analysis

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 251**

Which schedule method allows the project team to place buffers on the project schedule path to account for limited resources and project uncertainties?

- A. Critical path method
- B. Critical chain method
- C. Resource leveling
- D. Schedule network analysis

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 252**

The lowest level normally depicted in a work breakdown structure (WBS) is called a/an:

- A. work package
- B. deliverable
- C. milestone
- D. activity

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 253**

The scope management plan and scope baseline are contained in:

- A. organizational process assets
- B. a requirements traceability matrix
- C. the project charter

D. the project management plan

**Correct Answer:** D

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

## **QUESTION 254**

Which Manage Communications tool or technique focuses on identifying and managing barriers?

- A. Communication methods
- B. Information technology
- C. Communication models
- D. Information management systems

**Correct Answer:** C

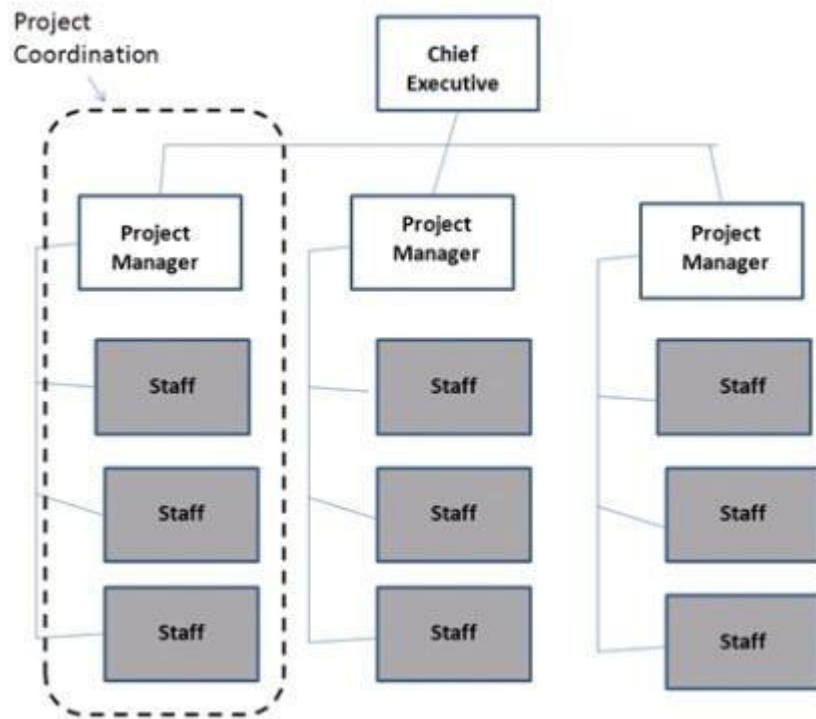
**Section:** Volume B

**Explanation**

**Explanation/Reference:**

## **QUESTION 255**

Which type of organizational structure is displayed in the diagram provided?



- A. Balanced matrix
- B. Projectized
- C. Strong matrix
- D. Functional

**Correct Answer: B**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

#### **QUESTION 256**

Outputs of the Control Communications process include:

- A. expert judgment and change requests.



- B. work performance information and change requests.
- C. organizational process asset updates and an issue log.
- D. project management plan updates and an issue log.

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 257**

In the Plan Procurement Management process, which source selection criteria analyzes if the seller's proposed technical methodologies, techniques, solutions, and services meet the procurement documents requirements?

- A. Technical approach
- B. Technical capability
- C. Business size and type
- D. Production capacity and interest

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 258**

Stakeholder communication requirements should be included as a component of:

- A. enterprise environmental factors
- B. organizational process assets
- C. the project management plan
- D. the stakeholder register

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 259**

Which element does a project charter contain?

- A. Management reserves
- B. Work breakdown structure
- C. Stakeholder list
- D. Stakeholder register

**Correct Answer: C**

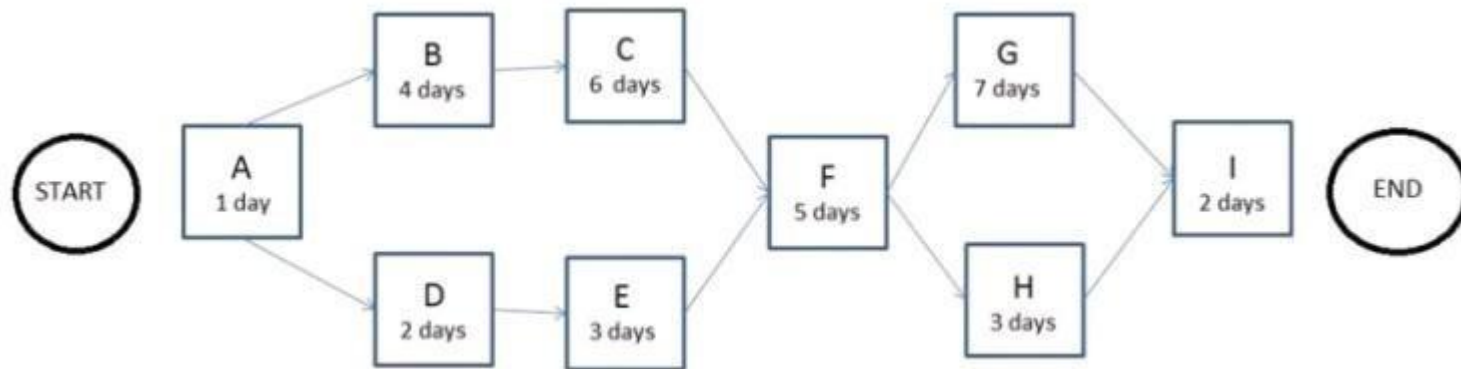
**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 260**

The following is a network diagram for a project.



What is the critical path for the project?

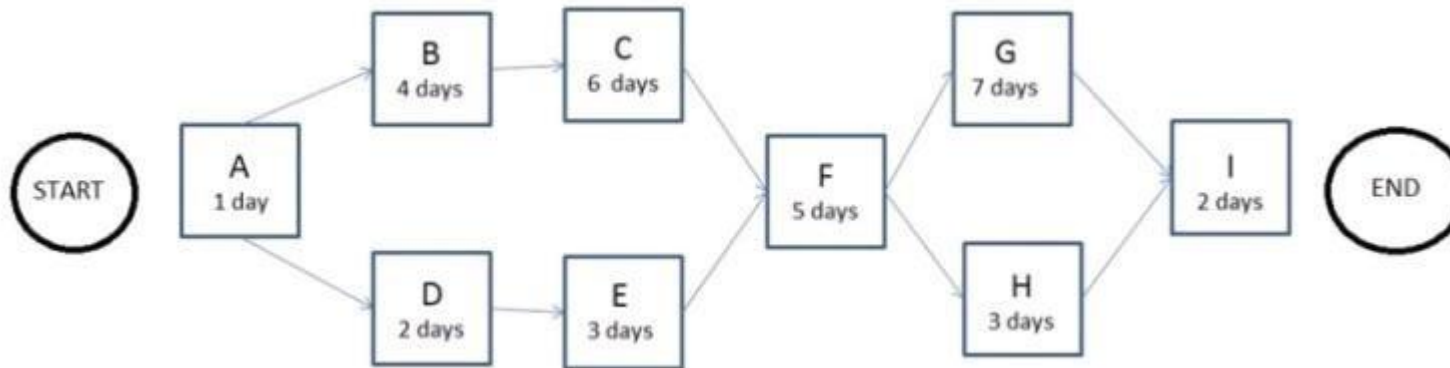
- A. A-B-C-F-G-I
- B. A-B-C-F-H-I
- C. A-D-E-F-G-I
- D. A-D-E-F-H-I

**Correct Answer:** A  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

**QUESTION 261**

The following is a network diagram for a project.



How many possible paths are identified for this project?

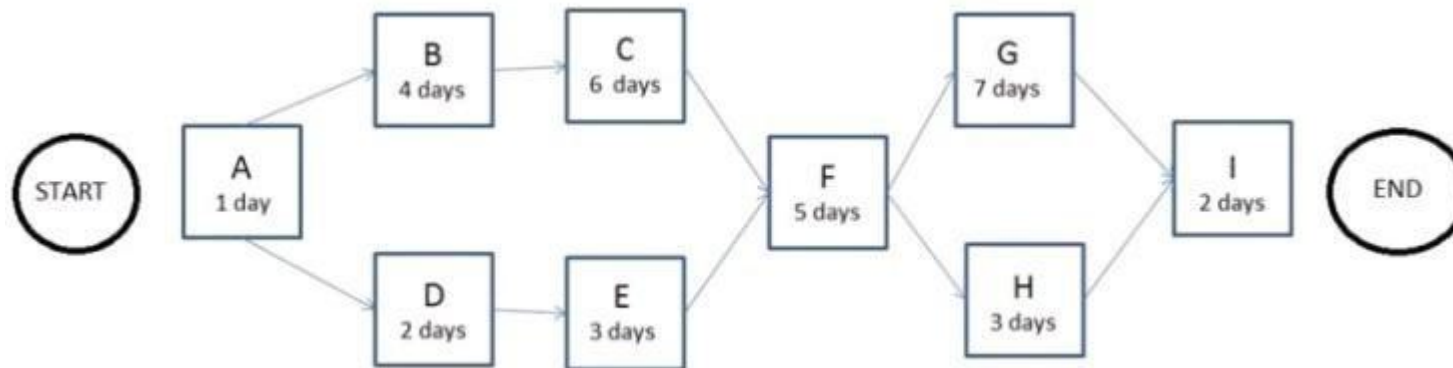
- A. 3
- B. 4
- C. 6
- D. 7

**Correct Answer:** B  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

**QUESTION 262**

The following is a network diagram for a project.



The free float for Activity H is how many days?

- A. 4
- B. 5
- C. 10
- D. 11

**Correct Answer:** A  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

#### QUESTION 263

Every project creates a unique product, service, or result that may be:

- A. tangible
- B. targeted
- C. organized
- D. variable

**Correct Answer:** A  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

**QUESTION 264**

Correlated and contextualized information on how closely the scope is being maintained relative to the scope baseline is contained within:

- A. project documents updates.
- B. project management plan updates.
- C. change requests.
- D. work performance information.

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 265**

The most appropriate project life cycle model for an environment with a high level of change and extensive stakeholder involvement in projects is:

- A. adaptive
- B. reflexive
- C. predictive
- D. iterative

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 266**

Whose approval may be required for change requests after change control board (CCB) approval?

- A. Functional managers
- B. Business partners
- C. Customers or sponsors
- D. Subject matter experts

**Correct Answer: C**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 267**

The primary benefit of the Plan Schedule Management process is that it:

- A. provides guidance to identify time or schedule challenges within the project.
- B. tightly links processes to create a seamless project schedule.
- C. guides how the project schedule will be managed throughout the project.
- D. creates an overview of all activities broken down into manageable subsections.

**Correct Answer: C**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 268**

Grouping the stakeholders based on their level of authority and their level of concern regarding project outcomes describes which classification model for stakeholder analysis?

- A. Influence/impact grid
- B. Power/influence grid
- C. Power/interest grid
- D. Salience model

**Correct Answer: C**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 269**

Variance and trend analysis is a tool and technique used in which process?

- A. Perform Qualitative Risk Analysis
- B. Perform Quantitative Risk Analysis
- C. Control Risks
- D. Plan Risk Responses

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 270**

An intentional activity to modify a nonconforming product or product component is called:

- A. defect repair
- B. work repair
- C. corrective action
- D. preventive action

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 271**

Which quality tool incorporates the upper and lower specification limits allowed within an agreement?

- A. Control chart
- B. Flowchart
- C. Checksheet
- D. Pareto diagram

**Correct Answer: A**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 272**

Analytical techniques are a tool and technique of which process in Project Procurement Management?

- A. Plan Procurement Management
- B. Control Procurements
- C. Conduct Procurements
- D. Close Procurements

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 273**

The process of obtaining seller responses, selecting a seller, and awarding a contract is called:

- A. Close Procurements.
- B. Control Procurements.
- C. Plan Procurements.
- D. Conduct Procurements.

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 274**

Impacts to other organizational areas, levels of service, and acceptance criteria are typical components of which document?

- A. Business case
- B. Work breakdown structure
- C. Requirements documentation
- D. Risk register



**Correct Answer:** C  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

## **QUESTION 275**

Which Process Group includes the Manage Stakeholder Engagement process?

- A. Executing
- B. Planning
- C. Monitoring and Controlling
- D. Initiating

**Correct Answer:** A  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

## **QUESTION 276**

Funding limit reconciliation is a tool and technique of which Project Cost Management process?

- A. Estimate Costs
- B. Control Costs
- C. Plan Cost Management
- D. Determine Budget

**Correct Answer:** D  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

## **QUESTION 277**

In complex projects/ initiating processes should be completed:

- A. Within a work package.

- B. In each phase of the project.
- C. To estimate schedule constraints.
- D. To estimate resource allocations.

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 278**

A project manager requesting industry groups and consultants to recommend project intervention is relying on:

- A. Communication models.
- B. Stakeholder participation.
- C. Expert judgment
- D. Enterprise environmental factors.

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 279**

The degree, amount, or volume of risk that an organization or individual will withstand is called risk:

- A. appetite
- B. tolerance
- C. threshold
- D. management

**Correct Answer: B**

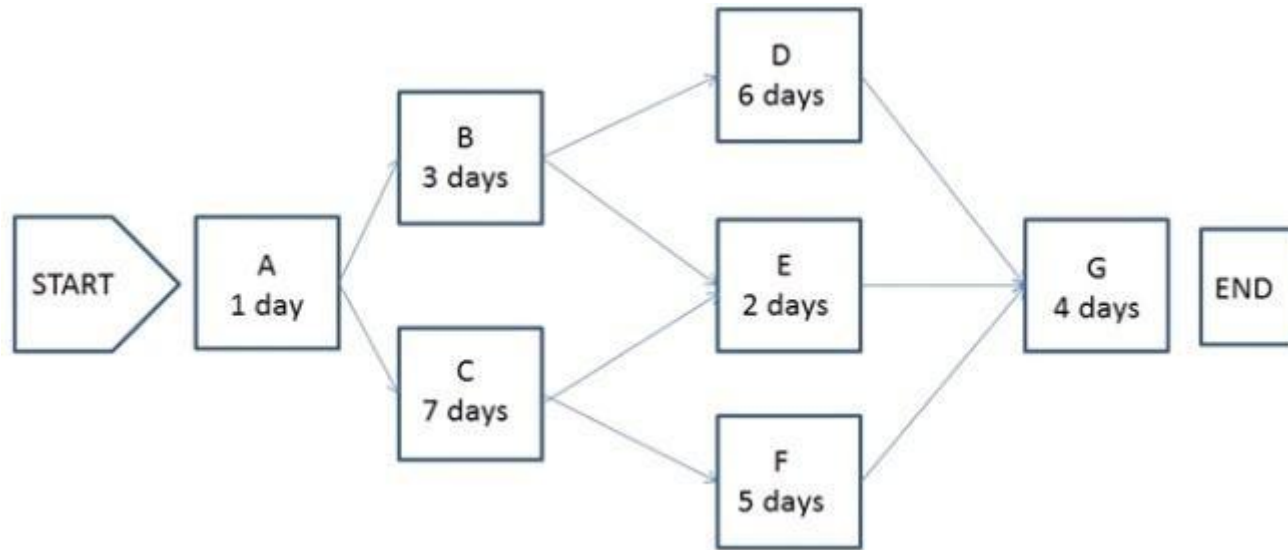
**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 280**

The following is a network diagram for a project.



What is the critical path for the project?

- A. A-B-D-G
- B. A-B-E-G
- C. A-C-F-G
- D. A-C-E-G

**Correct Answer:** C

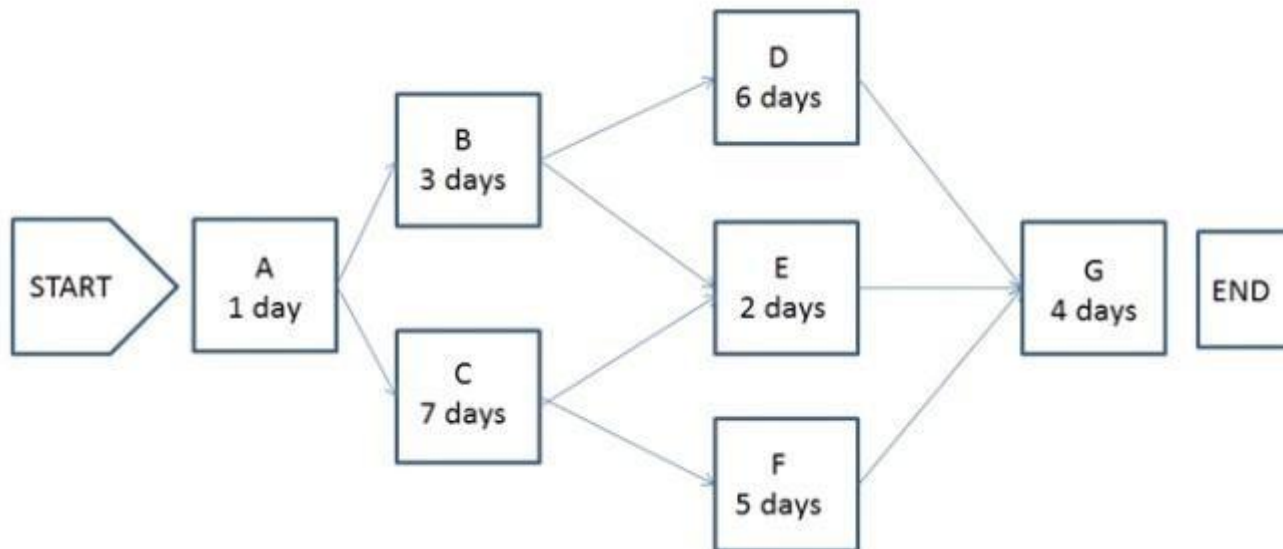
**Section:** Volume B

**Explanation**

**Explanation/Reference:**

**QUESTION 281**

The following is a network diagram for a project.



The total float for the project is how many days?

- A. 3
- B. 5
- C. 7
- D. 9

**Correct Answer:** A

**Section:** Volume B

**Explanation**

**Explanation/Reference:**

#### QUESTION 282

Tools and techniques used in Direct and Manage Project Work include:

- A. Process analysis and expert judgment
- B. Analytical techniques and a project management information system
- C. Performance reviews and meetings
- D. Expert judgment and meetings

**Correct Answer: D**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 283**

Completion of the product scope is measured against the product:

- A. prototypes
- B. requirements
- C. analyses
- D. benchmarks

**Correct Answer: B**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 284**

An issue log is an input to which Project Human Resource Management process?

- A. Manage Project Team
- B. Acquire Project Team
- C. Plan Human Resource Management
- D. Develop Project Team

**Correct Answer: A**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 285**

The component of the risk management plan that documents how risk activities will be recorded is called:

- A. tracking
- B. scoping
- C. timing
- D. defining

**Correct Answer:** A  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

## **QUESTION 286**

Which Control Stakeholder Engagement tool or technique allows the project manager to consolidate and facilitate distribution of reports?

- A. Information management systems
- B. Work performance reports
- C. Stakeholder analysis
- D. Data gathering and representation

**Correct Answer:** A  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

## **QUESTION 287**

Which basic quality tool explains a change in the dependent variable in relationship to a change observed in the corresponding independent variable?

- A. Cause-and-effect diagram
- B. Histogram
- C. Control chart
- D. Scatter diagram

**Correct Answer:** D  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

**QUESTION 288**

High-level project risks are included in which document?

- A. Business case
- B. Risk breakdown structure
- C. Project charter
- D. Risk register

**Correct Answer: C**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 289**

The scope management plan and scope baseline are contained in:

- A. organizational process assets
- B. a requirements traceability matrix
- C. the project charter
- D. the project management plan

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 290**

Projects that share common outcomes, collective capability, knowledge, or skills are often grouped into a:

- A. portfolio
- B. program
- C. selection
- D. sub portfolio

**Correct Answer: B**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 291**

A project requires a component with well-understood specifications. Performance targets are established at the outset, and the final contract price is determined after completion of all work based on the seller's performance. The most appropriate agreement with the supplier is:

- A. Cost Plus Incentive Fee (CPIF).
- B. Fixed Price Incentive Fee (FPIF).
- C. Cost Plus Award Fee (CPAF).
- D. Fixed Price with Economic Price Adjustment (FP-EPA).

**Correct Answer: B**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 292**

Which enterprise environmental factors may influence Plan Schedule Management?

- A. Cultural views regarding time schedules and professional and ethical behaviors
- B. Historical information and change control procedures
- C. Risk control procedures and the probability and impact matrix
- D. Resource availability and organizational culture and structure

**Correct Answer: D**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 293**

Which type of dependency used in the Sequence Activities process is sometimes referred to as preferred logic, preferential logic, or soft logic?



- A. Internal
- B. External
- C. Discretionary
- D. Mandatory

**Correct Answer: C**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 294**

When the business objectives of an organization change, project goals need to be:

- A. realigned.
- B. performed.
- C. improved.
- D. controlled.

**Correct Answer: A**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 295**

Which of the Perform Quality Assurance tools and techniques may enhance the creation of the work breakdown structure (WBS) to give structure to the decomposition of the scope?

- A. Activity network diagrams
- B. Affinity diagrams
- C. Matrix diagrams
- D. Interrelationship digraphs

**Correct Answer: B**  
**Section: Volume B**  
**Explanation**

**Explanation/Reference:**

**QUESTION 296**

A project manager who communicates to the project team through email is using which type of communication?

- A. Formal
- B. Informal
- C. Horizontal
- D. Unofficial

**Correct Answer: B**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 297**

An input to the Perform Integrated Change Control process is:

- A. expert judgment
- B. seller proposals
- C. the project charter
- D. the project management plan

**Correct Answer: D**

**Section: Volume B**

**Explanation**

**Explanation/Reference:**

**QUESTION 298**

Which tool or technique is required in order to determine the project budget?

- A. Cost of quality
- B. Historical relationships
- C. Project management software
- D. Forecasting

**Correct Answer:** B  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

## **QUESTION 299**

Requirements documentation will typically contain at least:

- A. Stakeholder requirements, staffing requirements, and transition requirements.
- B. Business requirements, the stakeholder register, and functional requirements.
- C. Stakeholder impact, budget requirements, and communications requirements.
- D. Business objectives, stakeholder impact, and functional requirements.

**Correct Answer:** D  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**

## **QUESTION 300**

Which process involves the creation of a document that provides the project manager with the authority to apply resources to a project?

- A. Define Activities
- B. Direct and Manage Project Work
- C. Develop Project Management Plan
- D. Develop Project Charter

**Correct Answer:** D  
**Section:** Volume B  
**Explanation**

**Explanation/Reference:**  
Topic 3, Volume C

## **QUESTION 301**

The stakeholder register is an output of:

- A. Identify Stakeholders.
- B. Plan Stakeholder Management.
- C. Control Stakeholder Engagement.
- D. Manage Stakeholder Engagement.

**Correct Answer: A**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 302**

An output of the Develop Project Team process is:

- A. change requests
- B. team performance assessments
- C. project staff assignments
- D. project documents updates

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 303**

Managing ongoing production of goods and services to ensure business continues efficiently describes which type of management?

- A. Portfolio
- B. Project
- C. Program
- D. Operations

**Correct Answer: D**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 304**

Which type of manager is assigned by the performing organization to lead the team that is responsible for achieving the project objectives?

- A. Program
- B. Functional
- C. Project
- D. Portfolio

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 305**

The approaches, tools, and data sources that will be used to perform risk management on a project are determined by the:

- A. Methodology
- B. Risk category
- C. Risk attitude
- D. Assumption analysis

**Correct Answer: A**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 306**

An input of the Plan Procurement Management process is:

- A. Make-or-buy decisions.
- B. Activity cost estimates.
- C. Seller proposals.
- D. Procurement documents.

**Correct Answer: B**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 307**

Outputs of the Control Communications process include:

- A. expert judgment and change requests
- B. work performance information and change requests
- C. project management plan updates and work performance information
- D. issue logs and organizational process assets updates

**Correct Answer: B**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 308**

Which organizational process assets update is performed during the Close Procurements process?

- A. Procurement audit
- B. Lessons learned
- C. Performance reporting
- D. Payment requests

**Correct Answer: B**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 309**

The individual or group that provides resources and support for a project and is accountable for success is the:

- A. sponsor

- B. customer
- C. business partners
- D. functional managers

**Correct Answer: A**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 310**

A measure of cost performance that is required to be achieved with the remaining resources in order to meet a specified management goal and is expressed as the ratio of the cost needed for finishing the outstanding work to the remaining budget is known as the:

- A. budget at completion (BAC)
- B. earned value management (EVM)
- C. to-complete performance index
- D. cost performance index

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 311**

A collection of projects managed as a group to achieve strategic objectives is referred to as a:

- A. plan
- B. process
- C. program
- D. portfolio

**Correct Answer: D**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 312**

Sharing good practices introduced or implemented in similar projects in the organization and/or industry is an example of:

- A. quality audits
- B. process analysis
- C. statistical sampling
- D. benchmarking

**Correct Answer:** A

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

**QUESTION 313**

Which Process Group's purpose is to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes?

- A. Monitoring and Controlling
- B. Initiating
- C. Planning
- D. Executing

**Correct Answer:** A

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

**QUESTION 314**

The formal and informal interaction with others in an organization industry, or professional environment is known as:

- A. negotiation
- B. organizational theory
- C. meeting
- D. networking



**Correct Answer: D**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 315**

Which process is included in the Project Integration Management Knowledge Area?

- A. Manage Project Team
- B. Collect Requirements
- C. Sequence Activities
- D. Direct and Manage Project Work

**Correct Answer: D**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 316**

The process of identifying and documenting the specific actions to be performed to produce the project deliverables is known as:

- A. Define Activities.
- B. Sequence Activities.
- C. Define Scope.
- D. Control Schedule.

**Correct Answer: A**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 317**

Which document includes the project scope, major deliverables, assumptions, and constraints?

- A. Project charter
- B. Project scope statement
- C. Scope management plan
- D. Project document updates

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 318**

When an activity cannot be estimated with a reasonable degree of confidence, the work within the activity is decomposed into more detail using which type of estimating?

- A. Bottom-up
- B. Parametric
- C. Analogous
- D. Three-point

**Correct Answer: A**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 319**

Definitions of probability and impact, revised stakeholder tolerances, and tracking are components of which subsidiary plan?

- A. Cost management plan
- B. Quality management plan
- C. Communications management plan
- D. Risk management plan

**Correct Answer: D**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 320**

Project or phase closure guidelines or requirements, historical information, and the lessons learned knowledge base are examples of which input to the Close Project or Phase process?

- A. Organizational process assets
- B. A work breakdown structure
- C. The project management plan
- D. Enterprise environmental factors

**Correct Answer: A**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 321**

The project manager notes that stakeholders are aware of the project and potential impacts and are actively engaged in ensuring that the project is a success. The engagement level of the stakeholders should be classified as:

- A. Supportive
- B. Leading
- C. Neutral
- D. Resistant

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 322**

Which of the following is a narrative description of products, services, or results to be delivered by a project?

- A. Project statement of work
- B. Business case

- C. Accepted deliverable
- D. Work performance information

**Correct Answer:** A

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

## **QUESTION 323**

A project manager seeking insight on previous stakeholder management plans and their effectiveness should evaluate:

- A. Historical information and the lessons-learned database.
- B. Historical information and the stakeholder register.
- C. Organizational process assets and the lessons-learned database.
- D. Project documents and historical information.

**Correct Answer:** A

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

## **QUESTION 324**

Projects are undertaken by an organization to support the:

- A. Product performance.
- B. Budget process.
- C. Collective capabilities.
- D. Organizational strategy.

**Correct Answer:** D

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

**QUESTION 325**

What is the probability of occurrence if the risk rating is 0.56 and the impact if the risk does occur is very high (0.80)?

- A. 0.45
- B. 0.56
- C. 0.70
- D. 1.36

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 326**

Which of the seven basic quality tools is especially useful for gathering attributes data while performing inspections to identify defects?

- A. Histograms
- B. Scatter diagrams
- C. Flowcharts
- D. Checksheets

**Correct Answer: D**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 327**

The most commonly used type of precedence relationship in the precedence diagramming method (PDM) is:

- A. start-to-start (SS)
- B. start-to-finish (SF)
- C. finish-to-start (FS)
- D. finish-to-finish (FF)

**Correct Answer: C**

**Section: Volume C**

**Explanation****Explanation/Reference:****QUESTION 328**

Work performance information and cost forecasts are outputs of which Project Cost Management process?

- A. Estimate Costs
- B. Plan Cost Management
- C. Determine Budget
- D. Control Costs

**Correct Answer: D**

**Section: Volume C**

**Explanation****Explanation/Reference:****QUESTION 329**

Which technique should a project manager use in a situation in which a collaborative approach to conflict management is not possible?

- A. Coaching
- B. Avoidance
- C. Consensus
- D. Influencing

**Correct Answer: B**

**Section: Volume C**

**Explanation****Explanation/Reference:****QUESTION 330**

The procurement process that documents agreements and related documentation for future reference is known as:

- A. Plan Procurements.
- B. Control Procurements.

- C. Close Procurements.
- D. Conduct Procurements.

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 331**

The links between the processes in the Process Groups are often:

- A. Intuitive
- B. Iterative
- C. Measured
- D. Monitored

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 332**

The scope of a project cannot be defined without some basic understanding of how to create the specified:

- A. objectives
- B. schedule
- C. product
- D. approach

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 333**

The creation of an internet site to engage stakeholders on a project is an example of which type of communication?

- A. Push
- B. Pull
- C. Interactive
- D. Iterative

**Correct Answer:** B

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

**QUESTION 334**

Which component of the human resource management plan describes when and how project team members are acquired and how long they will be needed?

- A. Resource breakdown structure
- B. Staffing management plan
- C. Project organizational chart
- D. Scope management plan

**Correct Answer:** B

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

**QUESTION 335**

The process of formalizing acceptance of the completed project deliverables is known as:

- A. Validate Scope.
- B. Close Project or Phase.
- C. Control Quality.
- D. Verify Scope.

**Correct Answer:** A



**Section: Volume C****Explanation****Explanation/Reference:****QUESTION 336**

An output of Control Schedule is:

- A. A project schedule network diagram
- B. A schedule management plan
- C. Schedule data
- D. Schedule forecasts

**Correct Answer: D**

**Section: Volume C****Explanation****Explanation/Reference:****QUESTION 337**

What is the name of the statistical method that helps identify which factors may influence specific variables of a product or process under development or in production?

- A. Failure modes and effects analysis
- B. Design of experiments
- C. Quality checklist
- D. Risk analysis

**Correct Answer: B**

**Section: Volume C****Explanation****Explanation/Reference:****QUESTION 338**

Which is the Define Scope technique used to generate different approaches to execute and perform the work of the project?

- A. Build vs. buy

- B. Expert judgment
- C. Alternatives identification
- D. Product analysis

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 339**

Most experienced project managers know that:

- A. every project requires the use of all processes in the PMBOK® Guide.
- B. there is no single way to manage a project.
- C. project management techniques are risk free.
- D. there is only one way to manage projects successfully.

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 340**

What is an objective of the Develop Project Team process?

- A. Feelings of trust and improved cohesiveness
- B. Ground rules for interaction
- C. Enhanced resource availability
- D. Functional managers becoming more involved

**Correct Answer: A**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 341**

The product scope description is used to:

- A. Gain stakeholders' support for the project.
- B. Progressively elaborate the characteristics of the product, service, or result.
- C. Describe the project in great detail.
- D. Define the process and criteria for accepting a completed product, service, or result.

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 342**

Which technique is used in Perform Quantitative Risk Analysis?

- A. Sensitivity analysis
- B. Probability and impact matrix
- C. Risk data quality assessment
- D. Risk categorization

**Correct Answer: A**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 343**

Which illustrates the connection between work that needs to be done and its project team members?

- A. Work breakdown structure (WBS)
- B. Network diagrams
- C. Staffing management plan
- D. Responsibility assignment matrix (RAM)

**Correct Answer: D**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 344**

Which tools or techniques will a project manager use for Develop Project Team?

- A. Negotiation
- B. Roles and responsibilities
- C. Recognition and rewards
- D. Prizing and promoting

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 345**

Which of the following is an input to Direct and Manage Project Execution?

- A. Requested changes
- B. Approved change requests
- C. Work performance information
- D. Implemented defect repair

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 346**

Which of the following is TRUE about most project life cycles?

- A. Staffing level is highest at the start.

- B. The stakeholders' influence is highest at the start.
- C. The level of uncertainty is lowest at the start.
- D. The cost of changes is highest at the start.

**Correct Answer: B**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 347**

An input required in Define Scope is an organizational:

- A. structure.
- B. process asset.
- C. matrix.
- D. breakdown structure.

**Correct Answer: B**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 348**

What cost control technique is used to compare actual project performance to planned or expected performance?

- A. Cost aggregation
- B. Trend analysis
- C. Forecasting
- D. Variance analysis

**Correct Answer: D**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 349**

What is the term assigned to products or services having the same functional use but different technical characteristics?

- A. Scope
- B. Quality
- C. Specification
- D. Grade

**Correct Answer: D**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 350**

When is a Saliency Model used?

- A. In a work breakdown structure (WBS)
- B. During quality assurance
- C. In stakeholder analysis
- D. During quality control (QC)

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 351**

Which of the following is contained within the communications management plan?

- A. An organizational chart
- B. Glossary of common terminology
- C. Organizational process assets
- D. Enterprise environmental factors

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 352**

Which of the following is a tool and technique for Estimate Activity Durations?

- A. Parametric estimating
- B. Monte Carlo analysis
- C. Alternatives analysis
- D. Bottom-up estimating

**Correct Answer: A**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 353**

Projects can be divided into phases to provide better management control. Collectively, what are these phases known as?

- A. Complete project phase
- B. Project life
- C. The project life cycle
- D. Project cycle

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 354**

Which schedule network analysis technique modifies the project schedule to account for limited resources?

- A. Human resource planning

- B. Fast tracking
- C. Critical chain method
- D. Rolling wave planning

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 355**

Which of the following is an output of the Monitor and Control Project Work process?

- A. Change requests
- B. Performance reports
- C. Organizational process assets
- D. Project management plan

**Correct Answer: A**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 356**

Which of the following statements correctly characterizes pull communication?

- A. It includes letters, memos, reports, emails, and faxes.
- B. It requires recipients to access communication content at their own discretion.
- C. It is the most efficient way to ensure a common understanding among all participants.
- D. It is primarily used when the volume of information to be transferred is minimal.

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**



**QUESTION 357**

When would resource leveling be applied to a schedule model?

- A. Before constraints have been identified
- B. Before it has been analyzed by the critical path method
- C. After it has been analyzed by the critical path method
- D. After critical activities have been removed from the critical path

**Correct Answer:** C

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

**QUESTION 358**

Which Knowledge Area is concerned with the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information?

- A. Project Integration Management
- B. Project Communications Management
- C. Project Information Management System (PIMS)
- D. Project Scope Management

**Correct Answer:** B

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

**QUESTION 359**

Which of the following tools or techniques is used for Estimate Activity Durations?

- A. Critical path method
- B. Rolling wave planning
- C. Precedence diagramming method
- D. Parametric estimating

**Correct Answer: D**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 360**

Information collected on the status of project activities being performed to accomplish the project work is known as what?

- A. Project management information system
- B. Work performance information
- C. Work breakdown structure
- D. Variance analysis

**Correct Answer: B**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 361**

What is the number of stakeholders, if the project has 28 potential communication channels?

- A. 7
- B. 8
- C. 14
- D. 16

**Correct Answer: B**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 362**

Which of the following risk response strategies involves allocating ownership of a positive risk to a third party?

- A. Mitigate

- B. Transfer
- C. Share
- D. Avoid

**Correct Answer: C**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 363**

Which activity is an input to the Conduct Procurements process?

- A. Organizational process assets
- B. Resource availability
- C. Perform Integrated Change Control
- D. Team performance assessment

**Correct Answer: A**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 364**

Which of the following investigates the likelihood that each specific risk will occur?

- A. Risk register
- B. Risk audits
- C. Risk urgency assessment
- D. Risk probability and impact assessment

**Correct Answer: D**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 365**

What is a hierarchically organized depiction of the identified project risks arranged by risk category?

- A. Risk register
- B. Risk breakdown structure (RBS)
- C. Risk management plan
- D. Risk category

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 366**

Which tool or technique of Plan Quality involves comparing actual or planned practices to those of other projects to generate ideas for improvement and provide a basis by which to measure performance?

- A. Histogram
- B. Quality audits
- C. Benchmarking
- D. Performance measurement analysis

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 367**

Taking out insurance in relation to risk management is called what?

- A. Transference
- B. Avoidance
- C. Exploring
- D. Mitigation

**Correct Answer:** A  
**Section:** Volume C  
**Explanation**

**Explanation/Reference:**

**QUESTION 368**

During which process group is the quality policy determined?

- A. Initiating
- B. Executing
- C. Planning
- D. Controlling

**Correct Answer:** C  
**Section:** Volume C  
**Explanation**

**Explanation/Reference:**

**QUESTION 369**

Which estimating technique uses the actual costs of previous similar projects as a basis for estimating the costs of the current project?

- A. Analogous
- B. Parametric
- C. Bottom-up
- D. Top-down

**Correct Answer:** A  
**Section:** Volume C  
**Explanation**

**Explanation/Reference:**

**QUESTION 370**

What is the difference between the critical path and the critical chain?

- A. Scope changes

- B. Resource limitations
- C. Risk analysis
- D. Quality audits

**Correct Answer: B**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 371**

Which of the following is an enterprise environmental factor that can influence the Develop Project Charter process?

- A. Organizational standard processes
- B. Marketplace conditions
- C. Historical information
- D. Templates

**Correct Answer: B**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 372**

The Define Scope process is in which of the following Process Groups?

- A. Initiating
- B. Planning
- C. Monitoring and Controlling
- D. Executing

**Correct Answer: B**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 373**

Organizations perceive risks as:

- A. events that will inevitably impact project and organizational objectives.
- B. the effect of uncertainty on their project and organizational objectives.
- C. events which could have a negative impact on project and organizational objectives.
- D. the negative impact of undesired events on their project and organizational objectives.

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 374**

In an organization with a projectized organizational structure, who controls the project budget?

- A. Functional manager
- B. Project manager
- C. Program manager
- D. Project management office

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 375**

Who, along with the project manager, is supposed to direct the performance of the planned project activities and manage the various technical and organizational interfaces that exist within the project?

- A. The customer and functional managers
- B. The risk owners and stakeholders
- C. The sponsors and stakeholders
- D. The project management team

**Correct Answer: D**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 376**

Which enterprise environmental factors are considered during Estimate Costs?

- A. Market conditions and published commercial information
- B. Company structure and market conditions
- C. Commercial information and company structure
- D. Existing human resources and market conditions

**Correct Answer: A**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 377**

Who selects the appropriate processes for a project?

- A. Project stakeholders
- B. Project sponsor and project stakeholder
- C. Project manager and project team
- D. Project manager and project sponsor

**Correct Answer: C**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 378**

The scope management plan is a subsidiary of which project document?

- A. Schedule management plan



- B. Project management plan
- C. Quality management plan
- D. Resource management plan

**Correct Answer: B**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

## **QUESTION 379**

Which is an example of Administer Procurements?

- A. Negotiating the contract
- B. Authorizing contractor work
- C. Developing the statement of work
- D. Establishing evaluation criteria

**Correct Answer: B**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

## **QUESTION 380**

An input to the Create WBS process is a:

- A. project charter.
- B. stakeholder register.
- C. project scope statement.
- D. requirements traceability matrix.

**Correct Answer: C**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 381**

An input of the Control Schedule process is the:

- A. resource calendar.
- B. activity list.
- C. risk management plan.
- D. organizational process assets.

**Correct Answer: D**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 382**

The Verify Scope process is primarily concerned with:

- A. formalizing acceptance of the completed project deliverables.
- B. accuracy of the work deliverables.
- C. formalizing approval of the scope statement.
- D. accuracy of the work breakdown structure (WBS).

**Correct Answer: A**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 383**

What is the total float of the critical path?

- A. Can be any number
- B. Zero or positive
- C. Zero or negative
- D. Depends on the calendar

**Correct Answer: C**

**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 384**

Portfolio Management is management of:

- A. a project by dividing the project into more manageable sub-projects.
- B. a project by utilizing a portfolio of general management skills such as planning, organizing, staffing, executing, and controlling.
- C. all projects undertaken by a company.
- D. a collection of projects that are grouped together to facilitate effective management and meet strategic business objectives.

**Correct Answer: D**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 385**

Which action should a project manager take to ensure that the project management plan is effective and current?

- A. Conduct periodic project performance reviews.
- B. Identify quality project standards.
- C. Follow ISO 9000 quality standards.
- D. Complete the quality control checklist.

**Correct Answer: A**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 386**

While implementing an approved change, a critical defect was introduced. Removing the defect will delay the product delivery. What is the MOST appropriate approach to managing this situation?

- A. Utilize the change control process.

- B. Crash the schedule to fix the defect.
- C. Leave the defect in and work around it.
- D. Fast-track the remaining development.

**Correct Answer:** A

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

**QUESTION 387**

Which tool and technique identifies inefficient and ineffective policies, processes, and procedures?

- A. Scope audits
- B. Scope reviews
- C. Quality audits
- D. Control chart

**Correct Answer:** C

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

**QUESTION 388**

Which type of analysis would be used for the Plan Quality process?

- A. Schedule
- B. Checklist
- C. Assumption
- D. Cost-Benefit

**Correct Answer:** D

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

**QUESTION 389**

The integrative nature of project management requires which Process Group to interact with the other Process Groups?

- A. Planning
- B. Executing
- C. Monitoring and Controlling
- D. Project Management

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 390**

Which is a tool or technique used in Define Scope?

- A. Templates, forms, and standards
- B. Change requests
- C. Product analysis
- D. Project assumptions

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 391**

Identifying major deliverables, deciding if adequate cost estimates can be developed, and identifying tangible components of each deliverable are all part of which of the following?

- A. Work breakdown structure
- B. Organizational breakdown structure
- C. Resource breakdown structure
- D. Bill of materials

**Correct Answer: A**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 392**

What is the function of a Project Management Office (PMO)?

- A. To focus on the coordinated planning, prioritization, and execution of projects and subprojects that are tied to the parent organizations or the client's overall business objectives.
- B. To coordinate and manage the procurement of projects relevant to the parent organization's business objectives and to administer the project charters accordingly.
- C. To administer performance reviews for the project manager and the project team members and to handle any personnel and payroll issues.
- D. To focus on the specified project objectives and to manage the scope, schedule, cost, and quality of the work packages.

**Correct Answer: A**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 393**

Which type of analysis systemically gathers and analyzes qualitative and quantitative information to determine which interests should be taken into account throughout the project?

- A. Product
- B. Cost-benefit
- C. Stakeholder
- D. Research

**Correct Answer: C**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 394**

Which of the following is an output of the Define Activities process?

- A. Activity list
- B. Project plan
- C. Activity duration estimates
- D. Project schedule

**Correct Answer: A**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

## **QUESTION 395**

When is a project finished?

- A. After verbal acceptance of the customer or sponsor
- B. After lessons learned have been documented in contract closure
- C. When the project objectives have been met
- D. After resources have been released

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

## **QUESTION 396**

Which process documents the business needs of a project and the new product, service, or other result that is intended to satisfy those requirements?

- A. Develop Project Management Plan
- B. Develop Project Charter
- C. Direct and Manage Project Execution
- D. Collect Requirements

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 397**

Which Process Group typically consumes the bulk of a project's budget?

- A. Monitoring and Controlling
- B. Executing
- C. Planning
- D. Initiating

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 398**

Which of the following involves making information available to project stakeholders in a timely manner?

- A. Plan Communications
- B. Performance reporting
- C. Project status reports
- D. Distribute Information

**Correct Answer: D**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 399**

Which process uses occurrence probability and impact on project objectives to assess the priority of identified risks?

- A. Identify Risks
- B. Perform Qualitative Risk Analysis
- C. Plan Risk Management



D. Perform Quantitative Risk Analysis

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 400**

What is one of the objectives of Project Risk Management?

- A. Decrease the probability and impact of an event on project objectives.
- B. Distinguish between a project risk and a project issue so that a risk mitigation plan can be put in place.
- C. Increase the probability and impact of positive events.
- D. Removal of project risk.

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 401**

Which process involves documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans?

- A. Collect Requirements
- B. Direct and Manage Project Execution
- C. Monitor and Control Project Work
- D. Develop Project Management Plan

**Correct Answer: D**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 402**

Which Project Management Process Group includes Collect Requirements, Define Activities, Sequence Activities, Perform Qualitative Risk Analysis,

and Perform Quantitative Risk Analysis?

- A. Initiating
- B. Monitoring and Controlling
- C. Planning
- D. Closing

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 403**

A work package has been scheduled to cost \$1,000 to complete and was to be finished today. As of today, the actual expenditure is \$1,200 and approximately half of the work has been completed. What is the cost variance?

- A. -700
- B. -200
- C. 200
- D. 500

**Correct Answer: A**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 404**

Which type of managers do composite organizations involve?

- A. Functional managers and manager of project managers
- B. Functional managers only
- C. Project managers only
- D. Technical managers and project managers

**Correct Answer: A**

**Section: Volume C**

**Explanation****Explanation/Reference:****QUESTION 405**

Assigned risk ratings are based upon:

- A. Root cause analysis.
- B. Risk probability and impact assessment.
- C. Expert judgment.
- D. Revised stakeholders' tolerances.

**Correct Answer: B**

**Section: Volume C**

**Explanation****Explanation/Reference:****QUESTION 406**

Which tool is used to develop technical details within the project management plan?

- A. Expert judgment
- B. Project management methodology
- C. Project management information system (PMIS)
- D. Project selection methods

**Correct Answer: A**

**Section: Volume C**

**Explanation****Explanation/Reference:****QUESTION 407**

What is the name of a graphic display of project team members and their reporting relationships?

- A. Role dependencies chart
- B. Reporting flow diagram

- C. Project organization chart
- D. Project team structure diagram

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

## **QUESTION 408**

Which of the following consists of the detailed project scope statement and its associated WBS and WBS dictionary?

- A. Scope plan
- B. Product scope
- C. Scope management plan
- D. Scope baseline

**Correct Answer: D**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

## **QUESTION 409**

What type of reward can hurt team cohesiveness?

- A. Sole-sum
- B. Win-lose
- C. Lose-win
- D. Partial-sum

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 410**

What type of planning is used where the work to be accomplished in the near term is planned in detail, while work in the future is planned at a higher level?

- A. Finish-to-start planning
- B. Rolling wave planning
- C. Short term planning
- D. Dependency determination

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 411**

Which Develop Schedule tool and technique produces a theoretical early start date and late start date?

- A. Critical path method
- B. Variance analysis
- C. Schedule compression
- D. Schedule comparison bar charts

**Correct Answer: A**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 412**

Perform Quality Control is accomplished by:

- A. Identifying quality standards that are relevant to the project and determining how to satisfy them.
- B. Monitoring and recording the results of executing the quality activities to assess performance and recommend necessary changes.
- C. Ensuring that the entire project team has been adequately trained in quality assurance processes.
- D. Applying Monte Carlo, sampling, Pareto analysis, and benchmarking techniques to ensure conformance to quality standards.

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 413**

Which type of estimating can produce higher levels of accuracy, depending upon the sophistication and underlying data built into the model?

- A. Bottom-up
- B. Three-point
- C. Parametric
- D. Analogous

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 414**

Activity resource requirements and the resource breakdown structure (RBS) are outputs of which Project Time Management process?

- A. Control Schedule
- B. Define Activities
- C. Develop Schedule
- D. Estimate Activity Resources

**Correct Answer: D**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 415**

Which of the following statements best describes the influence of stakeholders and the cost of changes as project time advances?

- A. The influence of the stakeholders increases, the cost of changes increases.

- B. The influence of the stakeholders decreases, the cost of changes increases.
- C. The influence of the stakeholders increases, the cost of changes decreases.
- D. The influence of the stakeholders decreases, the cost of changes decreases.

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 416**

Which process includes prioritizing risks for subsequent further analysis or action by assessing and combining their probability of occurrence and impact?

- A. Perform Qualitative Risk Analysis
- B. Perform Quantitative Risk Analysis
- C. Plan Risk Management
- D. Plan Risk Responses

**Correct Answer: A**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 417**

A change log for communications can be used to communicate to the appropriate stakeholders that there are changes:

- A. To the project management plan.
- B. To the risk register.
- C. In the scope verification processes.
- D. And their impact to the project in terms of time, cost, and risk.

**Correct Answer: D**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 418**

A procurement management plan is a subsidiary of which other type of plan?

- A. Resource plan
- B. Project management plan
- C. Cost control plan
- D. Expected monetary value plan

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 419**

An electronics firm authorizes a new project to develop a faster, cheaper, and smaller laptop after improvements in the industry and electronics technology. With which of the following strategic considerations is this project mainly concerned?

- A. Customer request
- B. Market demand
- C. Technological advance
- D. Strategic opportunity

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 420**

Which of the following processes are part of the Project Integration Management Knowledge Area?

- A. Develop Project Management Plan, Collect Requirements, Create WBS
- B. Develop Project Management Plan, Control Scope, Develop Schedule
- C. Develop Project Charter, Define Scope, Estimate Costs
- D. Develop Project Charter, Direct and Manage Project Execution, Close Project or Phase



**Correct Answer:** D  
**Section:** Volume C  
**Explanation**

**Explanation/Reference:**

## **QUESTION 421**

What tool and technique is used to determine whether work and deliverables meet requirements and product acceptance criteria?

- A. Decomposition
- B. Benchmarking
- C. Inspection
- D. Checklist analysis

**Correct Answer:** C  
**Section:** Volume C  
**Explanation**

**Explanation/Reference:**

## **QUESTION 422**

To which process is work performance information an input?

- A. Administer Procurements
- B. Direct and Manage Project Execution
- C. Create WBS
- D. Perform Qualitative Risk Analysis

**Correct Answer:** A  
**Section:** Volume C  
**Explanation**

**Explanation/Reference:**

## **QUESTION 423**

Which defines the portion of work included in a contract for items being purchased or acquired?

- A. Procurement management plan
- B. Evaluation criteria
- C. Work breakdown structure
- D. Procurement statement of work

**Correct Answer: D**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 424**

Cost baseline is an output of which of the following processes?

- A. Control Costs
- B. Determine Budget
- C. Estimate Costs
- D. Estimate Activity Resources

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 425**

Which group creativity technique asks a selected group of experts to answer questionnaires and provide feedback regarding the responses from each round of requirements gathering?

- A. The Delphi technique
- B. Nominal group technique
- C. Affinity diagram
- D. Brainstorming

**Correct Answer: A**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 426**

At which point of the project is the uncertainty the highest and the risk of failing the greatest?

- A. Final phase of the project
- B. Start of the project
- C. End of the project
- D. Midpoint of the project

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 427**

What type of project structure is a hierarchically organized depiction of the resources by type?

- A. Organizational breakdown structure (OBS)
- B. Resource breakdown structure (RBS)
- C. Work breakdown structure (WBS)
- D. Project breakdown structure (PBS)

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 428**

When can pre-assignment of project team members occur?

- A. When the project uses capital expenditures
- B. When the required staff can be acquired from outside sources
- C. When the project would be ignored due to travel expenses
- D. When the project is the result of specific people being promised as part of a competitive proposal

**Correct Answer: D**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 429**

An output of the Create WBS process is:

- A. Scope baseline.
- B. Project scope statement.
- C. Organizational process assets.
- D. Requirements traceability matrix.

**Correct Answer: A**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 430**

Change requests are an output from which Project Integration Management process?

- A. Direct and Manage Project Execution
- B. Develop Project Management Plan
- C. Close Project
- D. Develop Project Charter

**Correct Answer: A**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 431**

Which process involves aggregating the estimated costs of the individual schedule activities or work packages?

- A. Estimate Costs
- B. Estimate Activity Resources
- C. Control Costs
- D. Determine Budget

**Correct Answer: D**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

## **QUESTION 432**

Plan Risk Management is the process of defining how to:

- A. Communicate identified risks to the project stakeholders.
- B. Conduct risk management activities for a project.
- C. Analyze the impact a specific risk may have on the project.
- D. Address unexpected risks that may occur during a project.

**Correct Answer: B**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

## **QUESTION 433**

If the most likely duration of an activity is five weeks, the best-case duration is two weeks, and the worst-case duration is 14 weeks, how many weeks is the expected duration of the activity?

- A. One
- B. Five
- C. Six
- D. Seven

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 434**

The CPI is .92, and the EV is US\$172,500. What is the actual cost of the project?

- A. US\$158,700
- B. US\$172,500
- C. US\$187,500
- D. US\$245,600

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 435**

Which type of analysis is used to examine project results through time to determine if performance is improving or deteriorating?

- A. Control chart
- B. Earned value
- C. Variance
- D. Trend

**Correct Answer: D**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 436**

Which is one of the major outputs of Sequence Activities?

- A. Responsibility assignment matrix (RAM)
- B. Work breakdown structure (WBS) update
- C. Project schedule network diagram
- D. Mandatory dependencies list

**Correct Answer: C**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 437**

The Human Resource Management processes are:

- A. Develop Human Resource Plan, Acquire Project Team, Develop Project Team, and Manage Project Team.
- B. Acquire Project Team, Manage Project Team, Manage Stakeholder Expectations, and Develop Project Team.
- C. Acquire Project Team, Develop Human Resource Plan, Conflict Management, and Manage Project Team.
- D. Develop Project Team, Manage Project Team, Estimate Activity Resources, and Acquire Project Team.

**Correct Answer: A**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 438**

What are the formal and informal policies, procedures, and guidelines that could impact how the project's scope is managed?

- A. Organizational process assets
- B. Enterprise environmental factors
- C. Project management processes
- D. Project scope management plan

**Correct Answer: A**  
**Section: Volume C**  
**Explanation**

**Explanation/Reference:**

**QUESTION 439**

Organizational planning impacts projects by means of project prioritization based on risk, funding, and an organizations:

- A. Budget plan
- B. Resource plan
- C. Scope plan
- D. Strategic plan

**Correct Answer:** D

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

**QUESTION 440**

When does Monitor and Control Risks occur?

- A. At project initiation
- B. During work performance analysis
- C. Throughout the life of the project
- D. At project milestones

**Correct Answer:** C

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

**QUESTION 441**

Conflict should be best addressed in which manner?

- A. Early, in private, using a direct, collaborative approach
- B. Early, in public, using an indirect, collaborative approach
- C. Early, in private, using an indirect, cooperative approach
- D. As late as possible, in public, using a direct, confrontational approach

**Correct Answer:** A

**Section:** Volume C

**Explanation**

**Explanation/Reference:**



**QUESTION 442**

The project management processes presented in the PMBOK Guide® should:

- A. always be applied uniformly.
- B. be selected as appropriate by the sponsor.
- C. be selected as appropriate by the project team.
- D. be applied based on ISO guidelines.

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 443**

Which type of contract is most commonly used by buying organizations because the price for goods is set at the outset and is not subject to change unless the scope of work changes?

- A. Fixed Price with Economic Price Adjustments Contract (FP-EPA)
- B. Cost-Reimbursable Contract (CR)
- C. Firm-Fixed -Price Contract (FFP)
- D. Fixed-Price-Incentive-Fee Contract (FPIF)

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 444**

Which schedule compression technique has phases or activities done in parallel that would normally have been done sequentially?

- A. Crashing
- B. Fast tracking
- C. Leads and lags adjustment
- D. Parallel task development

**Correct Answer:** B  
**Section:** Volume C  
**Explanation**

**Explanation/Reference:**

## **QUESTION 445**

What is the definition of Direct and Manage Project Execution?

- A. Integrating all planned activities
- B. Performing the activities included in the plan
- C. Developing and maintaining the plan
- D. Execution of deliverables

**Correct Answer:** B  
**Section:** Volume C  
**Explanation**

**Explanation/Reference:**

## **QUESTION 446**

What name(s) is (are) associated with the Plan-Do-Check-Act cycle?

- A. Pareto
- B. Ishikawa
- C. Shewhart-Deming
- D. Delphi

**Correct Answer:** C  
**Section:** Volume C  
**Explanation**

**Explanation/Reference:**

## **QUESTION 447**

A project management office manages a number of aspects including the:

- A. Project scope, schedule, cost, and quality of the products of the work packages.
- B. Central coordination of communication management across projects.
- C. Assignment of project resources to best meet project objectives.
- D. Overall risk, overall opportunity, and interdependencies among projects at the enterprise level.

**Correct Answer:** D

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

**QUESTION 448**

Which of the following techniques is used during Control Scope?

- A. Cost-benefit analysis
- B. Variance analysis
- C. Reserve analysis
- D. Stakeholder analysis

**Correct Answer:** B

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

**QUESTION 449**

As part of a mid-project evaluation, the project sponsor has asked for a forecast of the total project cost. What should be used to calculate the forecast?

- A. BAC
- B. EAC
- C. ETC
- D. WBS

**Correct Answer:** B

**Section:** Volume C

**Explanation**

**Explanation/Reference:**

Topic 4, Volume D

**QUESTION 450**

A weighting system is a tool for which area of Conduct Procurements?

- A. Plan contracting
- B. Requesting seller responses
- C. Selecting seller's
- D. Planning purchase and acquisition

**Correct Answer: C**

**Section: Volume C**

**Explanation**

**Explanation/Reference:**

**QUESTION 451**

Which type of chart is a graphic representation of a process showing the relationships among process steps?

- A. Control
- B. Bar
- C. Flow
- D. Pareto

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 452**

What is the schedule performance index (SPI) using the following data? BAC = \$100,000 PV = \$50,000 AC = \$80,000 EV = \$40,000

- A. 1
- B. 0.4
- C. 0.5
- D. 0.8

**Correct Answer: D**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 453**

Which tool and technique is used in Conduct Procurements?

- A. Teaming agreements
- B. Expert judgment
- C. Bidder conferences
- D. Contract types

**Correct Answer: C**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 454**

What provides information regarding the ways people, teams, and organizational units behave?

- A. Organizational chart
- B. Organizational theory
- C. Organizational structure
- D. Organizational behavior

**Correct Answer: B**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 455**

What is a deliverable-oriented, hierarchical decomposition of the work to be executed to accomplish the project objectives and create the required deliverables?

- A. Organizational breakdown structure (OBS)
- B. Work performance information
- C. Work package
- D. Work breakdown structure (WBS)

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

## **QUESTION 456**

What causes replanning of the project scope?

- A. Project document updates
- B. Project scope statement changes
- C. Variance analysis
- D. Change requests

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

## **QUESTION 457**

Which of the following is an output of the Distribute Information process?

- A. Project calendar
- B. Communications management plan
- C. Organizational process assets updates
- D. Project document updates

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 458**

In the Develop Project Team process, which of the following is identified as a critical factor for a project's success?

- A. Team meetings
- B. Subcontracting teams
- C. Virtual teams
- D. Teamwork

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 459**

The project scope statement and resource calendars are inputs to which Project Time Management process?

- A. Sequence Activities
- B. Estimate Activity Resources
- C. Develop Schedule
- D. Control Schedule

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 460**

Which process determines the risks that might affect the project?

- A. Perform Qualitative Risk Analysis
- B. Identify Risks
- C. Plan Risk Management
- D. Perform Quantitative Risk Analysis

**Correct Answer: B**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 461**

Which of the following is an input to the Direct and Manage Project Execution process?

- A. Approved change requests
- B. Approved contract documentation
- C. Work performance information
- D. Rejected change requests

**Correct Answer: A**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 462**

Which of the following factors is lowest at the start of the project?

- A. Cost of changes
- B. Stakeholder influences
- C. Risk
- D. Uncertainty

**Correct Answer: A**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 463**

In which domain of project management would a Pareto chart provide useful information?

- A. Project Scope Management



- B. Project Time Management
- C. Project Communications Management
- D. Project Quality Management

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 464**

Ensuring that both parties meet contractual obligations and that their own legal rights are protected is a function of:

- A. Conduct Procurements.
- B. Close Procurements.
- C. Administer Procurements,
- D. Plan Procurements.

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 465**

In which process might a project manager use risk reassessment as a tool and technique?

- A. Perform Qualitative Risk Analysis
- B. Monitor and Control Risk
- C. Monitor and Control Project Work
- D. Plan Risk Responses

**Correct Answer: B**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 466**

A purchase order for a specified item to be delivered by a specified date for a specified price is the simplest form of what type of contract?

- A. Cost-reimbursable
- B. Time and material
- C. Fixed price or lump-sum
- D. Cost-plus-fixed-fee

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 467**

What risk technique is used to quantify the probability and impact of risks on project objectives?

- A. Expert judgment
- B. Risk registry
- C. Risk response planning
- D. Interviewing

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 468**

Which of the following terms indicates a deliverable-oriented hierarchical decomposition of the project work?

- A. WBS directory
- B. Activity list
- C. WBS
- D. Project schedule

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 469**

Which process occurs within the Monitoring and Controlling Process Group?

- A. Control Costs
- B. Plan Quality
- C. Perform Quantitative Risk Analysis
- D. Determine Budget

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 470**

Which of the following processes audits the quality requirements and the results from quality control measures to ensure appropriate quality standards and operational definitions are used?

- A. Perform Quality Control
- B. Quality Metrics
- C. Perform Quality Assurance
- D. Plan Quality

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 471**

How is the schedule variance calculated using the earned value technique?

- A. EV less AC

- B. AC less PV
- C. EV less PV
- D. AC less EV

**Correct Answer: C**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 472**

Which Perform Quality Control tool graphically represents how various elements of a system interrelate?

- A. Control chart
- B. Flowchart
- C. Run chart
- D. Pareto chart

**Correct Answer: B**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 473**

Which type of analysis is used as a general management technique within the Plan Procurements process?

- A. Risk assessment analysis
- B. Make or buy analysis
- C. Contract value analysis
- D. Cost impact analysis

**Correct Answer: B**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 474**

Which of the following tools and techniques is used in the Verify Scope process?

- A. Inspection
- B. Variance analysis
- C. Expert judgment
- D. Decomposition

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 475**

Define Activities and Estimate Activity Resources are processes in which project management Knowledge Area?

- A. Project Time Management
- B. Project Cost Management
- C. Project Scope Management
- D. Project Human Resource Management

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 476**

Which is a communication method used in the Report Performance process?

- A. Expert judgment
- B. Project management methodology
- C. Stakeholder analysis
- D. Status review meetings

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 477**

Prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact takes place in which process?

- A. Monitor and Control Risks
- B. Plan Risk Management
- C. Perform Qualitative Risk Analysis
- D. Perform Quantitative Risk Analysis

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 478**

In which process is a project manager identified and given the authority to apply resources to project activities?

- A. Acquire Project Team
- B. Develop Project Management Plan
- C. Manage Project Execution
- D. Develop Project Charter

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 479**

Which of the following documents allows the project manager to assess risks that may require near term action?

- A. Probability and impact matrix

- B. Contingency analysis report
- C. Risk urgency assessment
- D. Rolling wave plan

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 480**

Which activity involves ensuring that the composition of a projects configuration items is correct?

- A. Configuration Identification
- B. Configuration Status Accounting
- C. Configuration Verification and Audit
- D. Configuration Quality Assurance

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 481**

Change requests, project management plan updates, project document updates, and organizational process assets updates are all outputs of which project management process?

- A. Plan Risk Responses
- B. Manage Stakeholder Expectations
- C. Define Scope
- D. Report Performance

**Correct Answer: B**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 482**

Which process involves identifying and documenting the logical relationships between project activities?

- A. Develop Schedule
- B. Sequence Activities
- C. Create WBS
- D. Applying leads and lags

**Correct Answer:** B

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 483**

Which of the following is an example of the simplest fixed-price contract?

- A. Purchase requisition
- B. Purchase order
- C. Verbal agreement
- D. Request for quote

**Correct Answer:** B

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 484**

Which technique helps to determine the risks that have the most potential impact on a project?

- A. Cost risk simulation analysis
- B. Expected monetary value analysis
- C. Modeling and simulation
- D. Sensitivity analysis



**Correct Answer: D**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 485**

Labor, materials, equipment, and supplies are examples of:

- A. Resource attributes.
- B. Resource types.
- C. Resource categories.
- D. Resource breakdown structures (RBS).

**Correct Answer: C**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 486**

Analogous cost estimating relies on which of the following techniques?

- A. Expert judgment
- B. Project management software
- C. Vendor bid analysis
- D. Reserve analysis

**Correct Answer: A**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 487**

A method to manage stakeholder expectations in the scope statement is to clearly:

- A. state the guiding principles of the organization.

- B. identify alternatives to generate different approaches.
- C. state what is out of scope.
- D. outline the results of the Delphi technique.

**Correct Answer:** C

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 488**

Which type of management focuses on ensuring that projects and programs are reviewed to prioritize resource allocation?

- A. Project
- B. Functional
- C. Program
- D. Portfolio

**Correct Answer:** D

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 489**

One of the tools and techniques of the Manage Project Team process is:

- A. organization charts.
- B. ground rules.
- C. organizational theory,
- D. conflict management.

**Correct Answer:** D

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 490**

The process of monitoring the status of the project to update project progress and manage changes to the schedule baseline is:

- A. Control Schedule.
- B. Quality Control.
- C. Perform Integrated Change Control.
- D. Develop Schedule.

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 491**

Changes to formally controlled documentation, plans, etc. to reflect modified or additional ideas or content are known as:

- A. updates.
- B. defect repairs.
- C. preventive actions.
- D. corrective actions.

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 492**

Which provides the basic framework for managing a project?

- A. Project life cycle
- B. Work breakdown structure (WBS)
- C. Enterprise environmental factors
- D. Project initiation

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 493**

A tool and technique used during the Perform Qualitative Risk Analysis process is:

- A. risk data quality assessment.
- B. variance and trend analysis.
- C. data gathering and representation techniques.
- D. risk audits.

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 494**

In the Estimate Activity Durations process, productivity metrics and published commercial information inputs are part of the:

- A. enterprise environmental factors.
- B. organizational process assets.
- C. project management plan,
- D. project funding requirements.

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 495**

The milestone list is an input to which process from the Planning Process Group?

- A. Define Activities

- B. Estimate Activity Durations
- C. Estimate Activity Resources
- D. Sequence Activities

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 496**

Quality metrics are an output of which process?

- A. Plan Quality
- B. Perform Quality Control
- C. Perform Quality Assurance
- D. Perform Qualitative Risk Analysis

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 497**

The purpose of inspection in Perform Quality Control is to keep errors:

- A. in line with a measured degree of conformity.
- B. out of the hands of the customer.
- C. in a specified range of acceptable results.
- D. out of the process.

**Correct Answer: B**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 498**

An input to the Perform Quantitative Risk Analysis process is the:

- A. quality management plan.
- B. project management plan.
- C. communications management plan.
- D. schedule management plan.

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 499**

When large or complex projects are separated into distinct phases or subprojects, all of the Process Groups would normally be:

- A. divided among each of the phases or subprojects.
- B. repeated for each of the phases or subprojects.
- C. linked to specific phases or subprojects.
- D. integrated for specific phases or subprojects.

**Correct Answer: B**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 500**

A project has a current cost performance index (CPI) of 1.25. To date, US\$10,000 have been spent on performing the project work. What is the earned value of the work completed to date?

- A. US\$000
- B. US\$9500
- C. US\$10,000
- D. US\$12,500

**Correct Answer: D**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 501**

Which of the following characteristics are found in a functional organizational structure?

- A. Little or no project manager authority, little or no resource availability, and the functional manager controls the project budget
- B. Limited project manager authority, limited resource availability, and a part-time project manager's role
- C. Low to moderate project manager authority, low to moderate resource availability, and a full-time project manager's role
- D. High to almost total project manager authority, high to almost total resource availability, and full-time project management administrative staff

**Correct Answer: A**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 502**

The project manager at an organization has just realized that some of the engineering staff has been allocated to project Y and will not be available to finish task X. The project manager has also discovered that at the current pace, it will not be possible to complete the project on time. Due to cost constraints, hiring more work force is not a viable option. Which tools are at the manager's disposal?

- A. Resource leveling and fast tracking
- B. Fast tracking and crashing
- C. Crashing and applying leads and lags
- D. Scheduling tools and applying leads and lags

**Correct Answer: A**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 503**

Which process should be conducted from the project inception through completion?

- A. Monitor and Control Project Work
- B. Perform Quality Control
- C. Perform Integrated Change Control
- D. Monitor and Control Risks

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 504**

Which piece of information is part of the WBS Dictionary?

- A. Responsible organization
- B. Change requests
- C. Validated deliverables
- D. Organizational process assets

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 505**

When calculating the cost of quality (COQ) for a product or service, money spent for cost of conformance would include the areas of:

- A. training, testing, and warranty work.
- B. equipment, rework, and scrap.
- C. training, document processes, and inspections.
- D. inspections, rework, and warranty work.

**Correct Answer: C**

**Section: Volume D**

**Explanation**



**Explanation/Reference:**

**QUESTION 506**

Which of the following is a tool or technique of the Define Activities process?

- A. Rolling wave planning
- B. Precedence diagramming method (PDM)
- C. Alternatives analysis
- D. Parametric estimating

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 507**

Which of the following is a set of interrelated actions and activities performed to achieve a prespecified product, result, or service?

- A. Portfolio
- B. Process
- C. Project
- D. Program

**Correct Answer: B**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 508**

Which degree of authority does a project manager have on a project in a strong matrix organizational structure?

- A. Limited
- B. Low to moderate
- C. Moderate to high
- D. High to almost total

**Correct Answer: C**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 509**

Which of the following is an information gathering technique in Identify Risks?

- A. Influence diagrams
- B. Brainstorming
- C. Assumption analysis
- D. SWOT analysis

**Correct Answer: B**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 510**

Documented identification of a flaw in a project component together with a recommendation is termed a:

- A. corrective action.
- B. preventive action.
- C. non-conformance report,
- D. defect repair.

**Correct Answer: D**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 511**

Which of the following is developed from the project scope baseline and defines only that portion of the project scope that is to be included within a related contract?

- A. Product scope description
- B. Procurement statement of work
- C. Project schedule
- D. Work breakdown structure (WBS)

**Correct Answer:** B

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

#### **QUESTION 512**

Which of the following strategic considerations often results in project authorization?

- A. Customer requests and/or issue resolution
- B. Stakeholder expectations and/or strategic opportunity (business need)
- C. Technological advancement and/or senior executive request
- D. Market demand and/or legal requirements

**Correct Answer:** D

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

#### **QUESTION 513**

In which Process Group are lessons learned documented?

- A. Planning
- B. Closing
- C. Executing
- D. Initiating

**Correct Answer:** B

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 514**

Tools and techniques used for Plan Communications include the communication:

- A. requirements analysis, communication technology, communication models, and communication methods.
- B. methods, stakeholder register, communication technology, and communication models.
- C. requirements, communication technology, communication requirements analysis, and communication methods.
- D. management plan, communication technology, communication models, and communication requirements analysis.

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 515**

In Project Cost Management, which input is exclusive to the Determine Budget process?

- A. Scope baseline
- B. Organizational process assets
- C. Project schedule
- D. Resource calendars

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 516**

Which of the following is a conflict resolution technique that emphasizes areas of agreement rather than areas of difference?

- A. Compromising
- B. Collaborating
- C. Smoothing
- D. Problem Solving

**Correct Answer: C**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 517**

A tool or technique in Perform Quality Control that a project manager would use is:

- A. quality audits.
- B. process analysis.
- C. benchmarking.
- D. inspection.

**Correct Answer: D**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 518**

The precedence diagramming method (PDM) is also known as:

- A. Arrow Diagram.
- B. Critical Path Methodology (CPM).
- C. Activity-On-Node (AON).
- D. schedule network diagram.

**Correct Answer: C**  
**Section: Volume D**  
**Explanation**

**Explanation/Reference:**

**QUESTION 519**

Change request status updates are an output of which process?

- A. Perform Integrated Change Control
- B. Direct and Manage Project Execution
- C. Close Project or Phase
- D. Monitor and Control Project Work

**Correct Answer:** A

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 520**

As the project progresses, which of the following is routinely collected from the project activities?

- A. Communication management activities
- B. Change requests
- C. Configuration verification and audit
- D. Work performance information

**Correct Answer:** D

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 521**

Which Process Group contains those processes performed to define a new project?

- A. Initiating
- B. Planning
- C. Executing
- D. Closing

**Correct Answer:** A

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 522**

The risk management team of a software project has decided that due to the lack of adequate talent in the company, development of a specific part of the system is under high risk, so the team has decided to outsource it. This is an example of which risk response?

- A. Transfer
- B. Share
- C. Avoid
- D. Accept

**Correct Answer:** A

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 523**

Which type of agreement is legal, contractual, and between two or more entities to form a partnership, joint venture, or some other arrangement as defined by the parties?

- A. Teaming
- B. Collective bargaining
- C. Sharing
- D. Working

**Correct Answer:** A

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 524**

The process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline is:

- A. Determine Budget.
- B. Baseline Budget.
- C. Control Costs.

D. Estimate Costs.

**Correct Answer:** A

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 525**

To please the customer, a project team member delivers a requirement which is uncontrolled. This is not part of the plan. This describes:

- A. scope creep.
- B. a change request.
- C. work performance information.
- D. deliverables.

**Correct Answer:** A

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 526**

The definition of operations is a/an:

- A. organizational function performing the temporary execution of activities that produce the same product or provide repetitive service.
- B. temporary endeavor undertaken to create a unique product, service, or result.
- C. organization that provides oversight for an administrative area.
- D. organizational function performing the ongoing execution of activities that produce the same product or provide repetitive service.

**Correct Answer:** D

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 527**



How many Project Management Process Groups are there?

- A. 3
- B. 4
- C. 5
- D. 6

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 528**

Which type of estimating is used to improve the accuracy of an activity's duration?

- A. Analogous
- B. Parametric
- C. Three-point
- D. What-if scenario analysis

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 529**

The Project Management Process Group in which performance is observed and measured regularly from project initiation through completion is:

- A. Executing.
- B. Initiating,
- C. Monitoring and Controlling.
- D. Planning.

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 530**

Which of the following are outputs of Develop Project Team?

- A. Human resources plan changes and project staff assignment updates
- B. Project management plan updates and enterprise environmental factor updates
- C. Resource calendars and project management plan updates
- D. Team performance assessments and enterprise environmental factor updates

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 531**

Which tool or technique is used in Manage Stakeholder Expectations?

- A. Stakeholder management strategy
- B. Communication methods
- C. Issue log
- D. Change requests

**Correct Answer: B**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 532**

Which of the following is a tool and technique used in the Develop Schedule process?

- A. Three-point estimates
- B. Resource leveling
- C. Precedence diagramming method

D. Bottom-up estimating

**Correct Answer:** B

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 533**

The output that defines an approach to increase the support and minimize negative impacts of stakeholders is the:

- A. stakeholder management strategy.
- B. communications management plan,
- C. stakeholder register,
- D. performance report.

**Correct Answer:** A

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 534**

Which of the following project documents is an input to the Control Scope process?

- A. Vendor risk assessment diagram
- B. Risk register
- C. Requirements traceability matrix
- D. Area of responsibility summary

**Correct Answer:** C

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 535**

The progressive detailing of the project management plan is called:

- A. expert judgment.
- B. rolling wave planning.
- C. work performance information.
- D. specification.

**Correct Answer: B**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 536**

What is the responsibility of the project manager and the functional manager respectively?

- A. Oversight for an administrative area; a facet of the core business
- B. Achieving the project objectives; providing management oversight for an administrative area
- C. A facet of the core business; achieving the project objectives
- D. Both are responsible for achieving the project objectives.

**Correct Answer: B**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 537**

Which is used to solicit proposals from prospective sellers?

- A. Procurement statement of work
- B. Resource calendars
- C. Procurement document
- D. Independent estimates

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 538**

In which Project Management Process Group is the project charter developed?

- A. Monitoring and Controlling
- B. Executing
- C. Initiating
- D. Planning

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 539**

Which can be used to determine whether a process is stable or has predictable performance?

- A. Matrix diagram
- B. Histogram
- C. Control chart
- D. Flowchart

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 540**

When sequencing activities, what does the common acronym FF stand for?

- A. Fixed Fee
- B. Free Float
- C. Fixed Finish
- D. Finish-to-Finish

**Correct Answer:** D  
**Section:** Volume D  
**Explanation**

**Explanation/Reference:**

**QUESTION 541**

Which is the correct formula for calculating expected activity cost for three-point estimating?

- A.  $C_e = (C_0 + 6C_m + C_p)/4$
- B.  $C_e = (6C_0 + C_m + C_p)/4$
- C.  $C_e = (C_0 + 4C_m + C_p)/6$
- D.  $C_e = (C_0 + C_{,,} + 4C_p) / 6$

**Correct Answer:** C  
**Section:** Volume D  
**Explanation**

**Explanation/Reference:**

**QUESTION 542**

Monte Carlo is which type of risk analysis technique?

- A. Probability
- B. Quantitative
- C. Qualitative
- D. Sensitivity

**Correct Answer:** B  
**Section:** Volume D  
**Explanation**

**Explanation/Reference:**

**QUESTION 543**

When addressing roles and responsibilities, which item ensures that the staff has the skills required to complete project activities?

- A. Authority
- B. Role
- C. Competency
- D. Responsibility

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 544**

Which of the following reduces the probability of potential consequences of project risk events?

- A. Preventive action
- B. Risk management
- C. Corrective action
- D. Defect repair

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 545**

The project manager needs to review the templates in use. The templates are part of the:

- A. Enterprise environmental factors.
- B. Historical information,
- C. Organizational process assets.
- D. Corporate knowledge base.

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 546**

Which of the following Project Communication Management processes uses performance reports as an input?

- A. Manage Stakeholder Expectations
- B. Report Performance
- C. Distribute Information
- D. Plan Communications

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 547**

Which cost estimate technique includes contingencies to account for cost uncertainty?

- A. Vendor bid analysis
- B. Three-point estimates
- C. Parametric estimating
- D. Reserve analysis

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 548**

Which of the following is an output of the Perform Integrated Change Control process?

- A. Project document updates
- B. Organizational process assets updates
- C. Change requests
- D. Deliverables



**Correct Answer:** A  
**Section:** Volume D  
**Explanation**

**Explanation/Reference:**

**QUESTION 549**

Which of the following is an input to Control Scope?

- A. Project schedule
- B. Organizational process assets updates
- C. Project document updates
- D. Work performance information

**Correct Answer:** D  
**Section:** Volume D  
**Explanation**

**Explanation/Reference:**

**QUESTION 550**

Lessons learned documentation is gathered during which of the following Project Management Process Groups?

- A. Planning
- B. Executing
- C. Closing
- D. Initiating

**Correct Answer:** C  
**Section:** Volume D  
**Explanation**

**Explanation/Reference:**

**QUESTION 551**

The key benefit of the Monitoring and Controlling Process Group is the ability to:

- A. establish and manage project communication channels, both external and internal to the project team.

- B. influence the stakeholders that want to circumvent integrated change control so that their changes are implemented.
- C. monitor the ongoing project team against the team performance assessments and the project performance baseline.
- D. observe and measure project performance regularly and consistently to identify variances from the project management plan.

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 552**

Which written document helps monitor who is responsible for resolving specific problems and concerns by a target date?

- A. Project Plan
- B. Responsibility Matrix
- C. Issue Log
- D. Scope Document

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 553**

Who provides the inputs for the original estimates of activity durations for tasks on the project plan?

- A. Project sponsor
- B. Project manager
- C. Person responsible for project scheduling
- D. Person who is most familiar with the task

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 554**

Which of the following is the primary output of the Identify Risks process?

- A. Risk management plan
- B. Risk register
- C. Change requests
- D. Risk response plan

**Correct Answer:** B

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 555**

Which type of elaboration allows a project management team to manage at a greater level of detail as the project evolves?

- A. Cyclic
- B. Progressive
- C. Repetitive
- D. Iterative

**Correct Answer:** B

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 556**

Which of the following helps to ensure that each requirement adds business value by linking it to the business and project objectives?

- A. Requirements traceability matrix
- B. Work breakdown structure (WBS) dictionary
- C. Requirements management plan
- D. Requirements documentation

**Correct Answer:** A

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 557**

Which category of contracts are sellers legally obligated to complete, with possible financial damages if the project objectives are not met?

- A. Cost-reimbursable contracts
- B. Time and Material contracts (T&M)
- C. Fixed-price contracts
- D. Cost Plus Fixed Fee Contracts (CPFF)

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 558**

Types of internal failure costs include:

- A. inspections.
- B. equipment and training.
- C. lost business.
- D. reworking and scrapping.

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 559**

In a weak matrix, the project managers role is:

- A. part-time

- B. full-time
- C. occasional
- D. unlimited

**Correct Answer:** A  
**Section:** Volume D  
**Explanation**

**Explanation/Reference:**

**QUESTION 560**

Which of the following is an example of schedule compression?

- A. Activity sequencing
- B. Resource leveling
- C. Lead and lag adjusting
- D. Crashing

**Correct Answer:** D  
**Section:** Volume D  
**Explanation**

**Explanation/Reference:**

**QUESTION 561**

Which of the following types of a dependency determination is used to define the sequence of activities?

- A. Legal
- B. Discretionary
- C. Internal
- D. Resource

**Correct Answer:** B  
**Section:** Volume D  
**Explanation**

**Explanation/Reference:**

**QUESTION 562**

Control charts, flowcharting, histograms, Pareto charts, and scatter diagrams are tools and techniques of which process?

- A. Perform Quality Control
- B. Perform Quality Assurance
- C. Plan Quality
- D. Report Performance

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 563**

Co-location is a tool and technique of:

- A. Develop Human Resource Plan.
- B. Manage Project Team.
- C. Develop Project Team.
- D. Acquire Project Team.

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 564**

During which process would stakeholders provide formal acceptance of the completed project scope?

- A. Perform Quality Control
- B. Verify Scope
- C. Control Scope
- D. Develop Schedule

**Correct Answer: B**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 565**

The PV is \$1000, EV is \$2000, and AC is \$1500. What is CPI?

- A. 1.33
- B. 2
- C. 0.75
- D. 0.5

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 566**

A given schedule activity is most likely to last four weeks. In a best-case scenario, the schedule activity is estimated to last two weeks. In a worst-case scenario, the schedule activity is estimated to last 12 weeks. Given these three estimates, what is the expected duration of the activity?

- A. Three weeks
- B. Four weeks
- C. Five weeks
- D. Six weeks

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 567**

What is the primary benefit of meeting quality requirements?

- A. Quality metrics

- B. Less rework
- C. Quality control measurements
- D. Benchmarking

**Correct Answer: B**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 568**

What is a tool to improve team performance?

- A. Staffing plan
- B. External feedback
- C. Performance reports
- D. Co-location

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 569**

Which tool within the Perform Quality Control process identifies whether or not a process has a predictable performance?

- A. Cause and effect diagram
- B. Control charts
- C. Pareto chart
- D. Histogram

**Correct Answer: B**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**



**QUESTION 570**

Based on the following metrics: EV= \$20,000, AC= \$22,000, and PV= \$28,000, what is the project CV?

- A. -8000
- B. -2000
- C. 2000
- D. 8000

**Correct Answer:** B

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 571**

Which type of risk diagram is useful for showing time ordering of events?

- A. Ishikawa
- B. Milestone
- C. Influence
- D. Decision tree

**Correct Answer:** C

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 572**

In a construction project schedule, what is the logical relationship between the delivery of the concrete materials and the pouring of concrete?

- A. Start-to-start (SS)
- B. Start-to-finish (SF)
- C. Finish-to-finish (FF)
- D. Finish-to-start (FS)

**Correct Answer:** D

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 573**

A required input for Create WBS is a project:

- A. quality plan.
- B. schedule network.
- C. management document update.
- D. scope statement.

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 574**

Which of the following statements is true regarding project and product lifecycles?

- A. A single product lifecycle may consist of multiple project lifecycles.
- B. A product lifecycle is always shorter than the project lifecycle.
- C. A single product lifecycle can only have one project lifecycle.
- D. A single project lifecycle may consist of multiple product lifecycles.

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 575**

Which tool or technique is used in Close Procurements?

- A. Contract plan

- B. Procurement plan
- C. Closure process
- D. Procurement audits

**Correct Answer:** D

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 576**

Which of the following is an output of Direct and Manage Project Execution?

- A. Project management plan
- B. Change request status updates
- C. Organizational process assets updates
- D. Work performance information

**Correct Answer:** D

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 577**

Which of the following is an input to Develop Human Resource Plan?

- A. Team performance assessment
- B. Roles and responsibilities
- C. Staffing management plan
- D. Enterprise environmental factors

**Correct Answer:** D

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 578**

Which of the following outputs from the Control Schedule process aids in the communication of schedule variance (SV), schedule performance index (SPI), or any performance status to stakeholders?

- A. Performance organizations
- B. Schedule baselines
- C. Work performance measurements
- D. Change requests

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 579**

Testing falls into which of the following categories of cost of quality?

- A. Internal failure costs
- B. Prevention costs
- C. Appraisal costs
- D. External failure costs

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 580**

Another name for an Ishikawa diagram is:

- A. cause and effect diagram.
- B. control chart.
- C. flowchart.
- D. histogram.

**Correct Answer:** A  
**Section:** Volume D  
**Explanation**

**Explanation/Reference:**

**QUESTION 581**

Which standard has interrelationships to other project management disciplines such as program management and portfolio management?

- A. Program Management Body of Knowledge Guide
- B. The Standard for Program Management
- C. Organizational Project Management Maturity Model (OPM3\$)
- D. Guide to the Project Management Body of Knowledge (PMBOK®)

**Correct Answer:** D  
**Section:** Volume D  
**Explanation**

**Explanation/Reference:**

**QUESTION 582**

Which of the following strategies is used to deal with risks that may have a negative impact on project objectives?

- A. Exploit
- B. Share
- C. Enhance
- D. Transfer

**Correct Answer:** D  
**Section:** Volume D  
**Explanation**

**Explanation/Reference:**

**QUESTION 583**

Which of the following correctly explains the term "progressive elaboration"?

- A. Changing project specifications continuously

- B. Elaborate tracking of the project progress
- C. Elaborate tracking of the project specifications with a change control system
- D. Project specifications becoming more explicit and detailed as the project progresses

**Correct Answer: D**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 584**

A project has an EV of 100 workdays, an AC of 120 workdays, and a PV of 80 workdays. What should be the concern?

- A. There is a cost underrun.
- B. There is a cost overrun.
- C. The project may not meet the deadline.
- D. The project is 20 days behind schedule.

**Correct Answer: B**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 585**

Which characteristic do projects and operational work share in common?

- A. Performed by systems
- B. Constrained by limited resources
- C. Repetitiveness
- D. Uniqueness

**Correct Answer: B**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 586**

What does a CPI value greater than 1.0 indicate?

- A. Cost right at the estimated value
- B. Cost under the estimated value
- C. Cost right at the actual value
- D. Cost over the estimated value

**Correct Answer: B**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 587**

Which of the following is an output from Control Scope?

- A. Change requests
- B. Variance analysis
- C. Accepted deliverables
- D. Requirements documentation

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 588**

Managing procurement relationships and monitoring contract performance are part of which process?

- A. Conduct Procurements
- B. Plan Procurements
- C. Administer Procurements
- D. Close Procurements

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 589**

Which technique is commonly used for the Perform Quantitative Risk Analysis process?

- A. Brainstorming
- B. Strategies for opportunities
- C. Decision tree analysis
- D. Risk data quality assessment

**Correct Answer: C**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 590**

In which type of organizational structure are staff members grouped by specialty?

- A. Functional
- B. Projectized
- C. Matrix
- D. Balanced

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 591**

Which of the following is an input to the Perform Qualitative Risk Analysis process?

- A. Risk register



- B. Risk data quality assessment
- C. Risk categorization
- D. Risk urgency

**Correct Answer:** A

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 592**

Which of the following Process Groups covers all nine Project Management Knowledge Areas?

- A. Executing
- B. Monitoring and Controlling
- C. Planning
- D. Initiating

**Correct Answer:** C

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 593**

The process of identifying the stakeholders' information needs is completed during:

- A. Plan Communications.
- B. Manage Stakeholder Expectations.
- C. Stakeholder Analysis.
- D. Identify Stakeholders.

**Correct Answer:** A

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 594**

What is the most accurate rough order of magnitude (ROM)?

- A. In the Initiation phase, the estimate is in the range of +/- 50%.
- B. In the Planning phase, the estimate is in the range of +/- 50%.
- C. In the Monitoring and Controlling phase, the estimate is in the range of +/- 15%.
- D. In the Closing phase, the estimate is in the range of +/- 15%.

**Correct Answer:** A

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 595**

Project contracts generally fall into which of the following three broad categories?

- A. Fixed-price, cost reimbursable, time and materials
- B. Make-or-buy, margin analysis, fixed-price
- C. Time and materials, fixed-price, margin analysis
- D. Make-or-buy, lump-sum, cost-plus-incentive

**Correct Answer:** A

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 596**

Which of the following events would result in a baseline update?

- A. A project is behind schedule and the project manager wants the baseline to reflect estimated actual completion.
- B. A customer has approved a change request broadening the project scope and increasing the budget.
- C. One of the risks identified in the risk management plan occurs, resulting in a schedule delay.
- D. One of the key project team resources has left the team and no replacement is available.

**Correct Answer:** B

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 597**

Which of the following schedule network analysis techniques is applied when a critical path method calculation has been completed and resources availability is critical?

- A. Applying calendars
- B. Resource leveling
- C. Resource planning
- D. Resource conflict management

**Correct Answer: B**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 598**

"Tailoring" is defined as the:

- A. effort of addressing each process to determine which are appropriate and their appropriate degree of rigor.
- B. act of creating a project team with the specialized skills required to produce a required product or service.
- C. action taken to bring a defective or nonconforming component into compliance with requirements or specifications.
- D. adjustment of the respective influences of time, cost, and quality in order to most efficiently achieve scope.

**Correct Answer: A**

**Section: Volume D**

**Explanation**

**Explanation/Reference:**

**QUESTION 599**

Which is an input to the Verify Scope process?

- A. Performance report

- B. Work breakdown structure (WBS)
- C. Requested changes
- D. Project management plan

**Correct Answer:** D

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

**QUESTION 600**

Which is an output from Distribute Information?

- A. Earned value analysis
- B. Trend analysis
- C. Project records
- D. Performance reviews

**Correct Answer:** C

**Section:** Volume D

**Explanation**

**Explanation/Reference:**

Topic 5, Volume E

**QUESTION 601**

Fast tracking is a schedule compression technique used to shorten the project schedule without changing project scope. Which of the following can result from fast tracking?

- A. The risk of achieving the shortened project time is increased.
- B. The critical path will have positive total float.
- C. Contingency reserves are released for redeployment by the project manager.
- D. Duration buffers are added to maintain a focus on planned activity durations.

**Correct Answer:** A

**Section:** Volume E

**Explanation**

**Explanation/Reference:**

**QUESTION 602**

Requirements documentation, requirements management plan, and requirements traceability matrix are all outputs of which process?

- A. Control Scope
- B. Collect Requirements
- C. Create WBS
- D. Define Scope

**Correct Answer: B**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 603**

Which of the following is a strategy to deal with positive risks or opportunities?

- A. Mitigate
- B. Transfer
- C. Exploit
- D. Avoid

**Correct Answer: C**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 604**

What are the identified risks for doing excessive decomposition in a WBS?

- A. Insufficient project funding and disqualification of sellers
- B. Insufficient project funding and ineffective use of resources
- C. Disqualification of sellers and non-productive management efforts
- D. Non-productive management effort and inefficient use of resources

**Correct Answer: D**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 605**

Which statement is true about the project management body of knowledge?

- A. Recognized by every project manager
- B. Constantly evolving
- C. The sum of all knowledge related to project management
- D. A sum of knowledge that should be applied on every project

**Correct Answer: B**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 606**

The initial development of a Project Scope Management plan uses which technique?

- A. Alternatives identification
- B. Scope decomposition
- C. Expert judgment
- D. Product analysis

**Correct Answer: C**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 607**

Which of the following is a project constraint?

- A. Twenty-five percent staff turnover is expected.

- B. The technology to be used is cutting-edge.
- C. Project leadership may change due to volatile political environment.
- D. The product is needed in 250 days.

**Correct Answer: D**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 608**

An input to the Estimate Activity Resources process is:

- A. Activity resource requirements.
- B. Published estimating data.
- C. Resource calendars.
- D. Resource breakdown structure (RBS).

**Correct Answer: C**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 609**

The project budget is set at \$150,000. The project duration is planned to be one year. At the completion of Week 16 of the project, the following information is collected: Actual cost = \$50,000, Plan cost = \$45,000, Earned value = \$40,000. What is the cost performance index?

- A. 0.8
- B. 0.89
- C. 1.13
- D. 1.25

**Correct Answer: A**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 610**

Which technique is utilized in the Control Schedule process?

- A. Performance measure
- B. Baseline schedule
- C. Schedule network analysis
- D. Variance analysis

**Correct Answer: D**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 611**

What happens to a stakeholder's project influence over time?

- A. Increases
- B. Decreases
- C. Stays the same
- D. Has no bearing

**Correct Answer: B**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 612**

Which is one of the determining factors used to calculate CPI?

- A. EV
- B. SPI
- C. PV
- D. ETC



**Correct Answer:** A  
**Section:** Volume E  
**Explanation**

**Explanation/Reference:**

**QUESTION 613**

Which process requires implementation of approved changes?

- A. Direct and Manage Project Execution
- B. Monitor and Control Project Work
- C. Perform Integrated Change Control
- D. Close Project or Phase

**Correct Answer:** A  
**Section:** Volume E  
**Explanation**

**Explanation/Reference:**

**QUESTION 614**

Which quality control technique illustrates the 80/20 principle?

- A. Ishikawa diagram
- B. Control chart
- C. Run chart
- D. Pareto chart

**Correct Answer:** D  
**Section:** Volume E  
**Explanation**

**Explanation/Reference:**

**QUESTION 615**

At the end of the project, what will be the value of SV?

- A. Positive

- B. Zero
- C. Negative
- D. Greater than one

**Correct Answer: B**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 616**

The process of identifying specific actions to be performed to produce project deliverables is:

- A. Define Activities.
- B. Create WBS.
- C. Define Scope.
- D. Develop Schedule.

**Correct Answer: A**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 617**

What is project management?

- A. A logical grouping of project management inputs, outputs, tools, and techniques
- B. Applying knowledge, skills, tools, and techniques to project activities to meet the project requirements
- C. Launching a process that can result in the authorization of a new project
- D. A formal, approved document that defines how the project is executed, monitored, and controlled

**Correct Answer: B**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 618**

Resource calendars are included in the:

- A. staffing management plan.
- B. work breakdown structure (WBS).
- C. project communications plan.
- D. project charter.

**Correct Answer:** A

**Section:** Volume E

**Explanation**

**Explanation/Reference:**

**QUESTION 619**

Expected monetary value (EMV) is computed by which equation?

- A. Value of each possible outcome multiplied by probability of occurrence
- B. Value of each possible outcome multiplied by probability of non-occurrence
- C. Multiplying the value of each possible outcome by the probability of occurrence and adding the products together
- D. Multiplying the value of each possible outcome by the probability of non-occurrence and adding the products together

**Correct Answer:** C

**Section:** Volume E

**Explanation**

**Explanation/Reference:**

**QUESTION 620**

An input to the Collect Requirements process is the:

- A. stakeholder register.
- B. project management plan.
- C. project scope statement.
- D. requirements management plan.

**Correct Answer:** A

**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 621**

Projects are separated into phases or subprojects; these phases include:

- A. feasibility study, concept development, design, and prototype.
- B. initiate, plan, execute, and monitor.
- C. Develop Charter, Define Activities, Manage Stakeholder Expectations, and Report Performance.
- D. Identify Stakeholders, develop concept, build, and test.

**Correct Answer: A**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 622**

In which type of contract are the performance targets established at the onset and the final contract price determined after completion of all work based on the sellers performance?

- A. Firm-Fixed-Price (FFP)
- B. Fixed Price with Economic Price Adjustments (FP-EPA)
- C. Fixed-Price-Incentive-Fee (FPIF)
- D. Cost Plus Fixed Fee (CPFF)

**Correct Answer: C**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 623**

Which of the following is an input to the Develop Project Charter process?

- A. Work performance information

- B. Project management plan
- C. Business case
- D. Change requests

**Correct Answer: C**

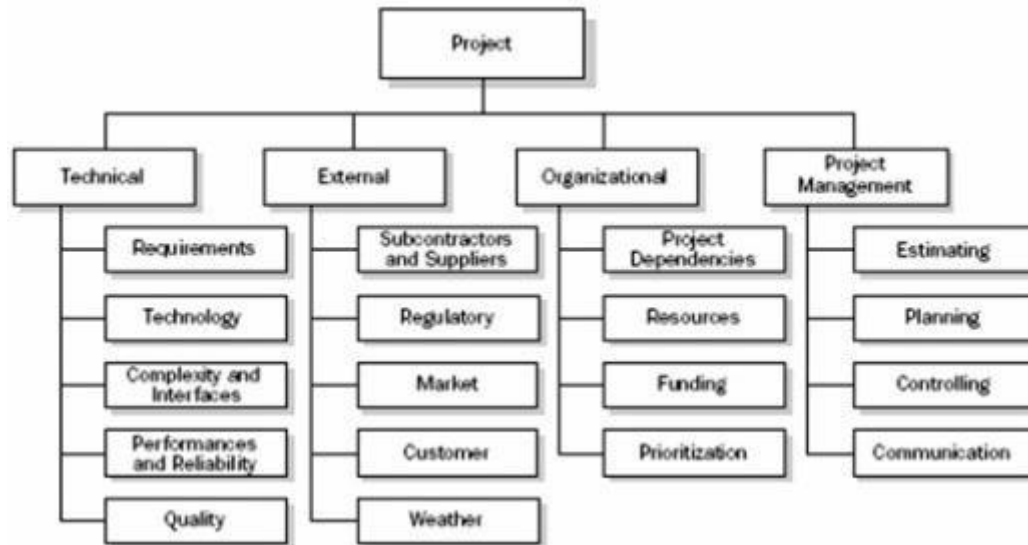
**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 624**

The diagram below is an example of a:



- A. Risk breakdown structure (RBS).
- B. Project team.
- C. SWOT Analysis.
- D. Work breakdown structure (WBS).

**Correct Answer: A**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 625**

Who is responsible for initiating a project?

- A. Project sponsor
- B. Project manager
- C. Program manager
- D. Project management office (PMO)

**Correct Answer: A**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 626**

Which type of diagram includes groups of information and shows relationships between factors, causes, and objectives?

- A. Affinity
- B. Scatter
- C. Fishbone
- D. Matrix

**Correct Answer: D**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 627**

Activity cost estimates are quantitative assessments of the probable costs required to:

- A. Create WBS.
- B. complete project work.
- C. calculate costs.

D. Develop Project Management Plan.

**Correct Answer:** B

**Section:** Volume E

**Explanation**

**Explanation/Reference:**

**QUESTION 628**

The item that provides more detailed descriptions of the components in the work breakdown structure (WBS) is called a WBS:

- A. dictionary.
- B. chart.
- C. report.
- D. register.

**Correct Answer:** A

**Section:** Volume E

**Explanation**

**Explanation/Reference:**

**QUESTION 629**

How should a stakeholder who is classified as high power and low interest be grouped in a power/interest grid during stakeholder analysis?

- A. Keep satisfied
- B. Keep informed
- C. Manage closely
- D. Monitor

**Correct Answer:** A

**Section:** Volume E

**Explanation**

**Explanation/Reference:**

**QUESTION 630**

The project has a current cost performance index of 0.80. Assuming this performance will continue, the new estimate at completion is \$1000. What was

the original budget at completion for the project?

- A. \$800
- B. \$1000
- C. \$1250
- D. \$1800

**Correct Answer: A**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 631**

Who determines which dependencies are mandatory during the Sequence Activities process?

- A. Project manager
- B. External stakeholders
- C. Internal stakeholders
- D. Project team

**Correct Answer: D**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 632**

Risk exists the moment that a project is:

- A. planned.
- B. conceived.
- C. chartered.
- D. executed.

**Correct Answer: B**

**Section: Volume E**

**Explanation**



**Explanation/Reference:**

**QUESTION 633**

Which type of contract is a hybrid of both a cost-reimbursable and a fixed-price contract?

- A. Cost Plus Award Fee Contract (CPAF)
- B. Firm-Fixed -Price Contract (FFP)
- C. Time and Material Contract (T&M)
- D. Cost Plus Incentive Fee Contract (CPIF)

**Correct Answer: C**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 634**

Which characteristics do effective project managers possess?

- A. Project management knowledge, performance skills, and personal effectiveness
- B. Preparedness, project management knowledge, and personality characteristics
- C. General management, preparedness, and project management knowledge
- D. Assertiveness, collaboration, and performance skills

**Correct Answer: A**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 635**

In the basic communication model, which term refers to the method that is used to convey the message?

- A. Decode
- B. Encode
- C. Medium

D. Noise

**Correct Answer: C**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 636**

During project selection, which factor is most important?

- A. Types of constraints
- B. Internal business needs
- C. Budget
- D. Schedule

**Correct Answer: B**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 637**

The staffing management plan is part of the:

- A. organizational process assets.
- B. resource calendar.
- C. human resource plan.
- D. Develop Project Team process.

**Correct Answer: C**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 638**

Which is an output of the Collect Requirements process?

- A. Requirements traceability matrix
- B. Project scope statement
- C. WBS dictionary
- D. Work performance measurements

**Correct Answer:** A

**Section:** Volume E

**Explanation**

**Explanation/Reference:**

**QUESTION 639**

Which activity may occur at project or phase closure?

- A. Acceptance of deliverables
- B. Change requests
- C. Project management plan updates
- D. Benchmarking

**Correct Answer:** A

**Section:** Volume E

**Explanation**

**Explanation/Reference:**

**QUESTION 640**

Which of the following is an input to Direct and Manage Project Execution?

- A. Performance reports
- B. Project charter
- C. Outputs from planning processes
- D. Enterprise environmental factors

**Correct Answer:** D

**Section:** Volume E

**Explanation**

**Explanation/Reference:**

**QUESTION 641**

Using the three-point estimating technique, if the most likely duration is four months, the optimistic duration is two months, and the pessimistic duration is one year, how many months is the expected activity duration?

- A. Two
- B. Four
- C. Five
- D. Twelve

**Correct Answer: C**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 642**

A project lifecycle is defined as:

- A. a collection of generally sequential and sometimes overlapping project phases.
- B. a process required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.
- C. a recognized standard for the project management profession.
- D. the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

**Correct Answer: A**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 643**

Administer Procurements is part of which Process Group?

- A. Planning
- B. Executing
- C. Monitoring and Controlling

D. Closing

**Correct Answer: C**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 644**

The process to ensure that appropriate quality standards and operational definitions are used is:

- A. Plan Quality.
- B. Perform Quality Assurance.
- C. Perform Quality Control.
- D. Total Quality Management.

**Correct Answer: B**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 645**

Which Process Group contains the processes performed to complete the work defined in the project management plan to satisfy the project specifications?

- A. Initiating
- B. Planning
- C. Executing
- D. Closing

**Correct Answer: C**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 646**

A project manager at a publishing company decides to initiate the editing phase of the project as soon as each chapter is written. Which type of Sequence Activities tool and technique is involved, considering that there was a start-to-start relationship with a 15-day delay?

- A. Slack
- B. Float
- C. Lag
- D. Lead

**Correct Answer: C**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 647**

The completion of the project scope is measured against the:

- A. requirements documentation.
- B. project scope statement.
- C. project management plan.
- D. work performance measurements.

**Correct Answer: C**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 648**

The processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project has been undertaken to achieve are grouped within which Process Group?

- A. Initiating
- B. Planning
- C. Executing
- D. Monitoring and Controlling

**Correct Answer: B**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 649**

Which input will be used when tasked with developing the human resource plan?

- A. Project management plan
- B. Activity resource requirements
- C. Resource calendar
- D. Project staff assignments

**Correct Answer: B**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 650**

Which of the following are an enterprise environmental factor that can influence the Identify Risks process?

- A. Work performance reports
- B. Assumptions logs
- C. Network diagrams
- D. Academic studies

**Correct Answer: D**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 651**

Which Control Scope input is compared to actual results to determine if corrective action is required for the project?

- A. Scope baseline

- B. Scope management plan
- C. Change management plan
- D. Cost baseline

**Correct Answer:** A

**Section:** Volume E

**Explanation**

**Explanation/Reference:**

**QUESTION 652**

Which process is responsible for monitoring the status of the project and product scope and managing changes to the scope baseline?

- A. Variance Analysis
- B. Define Scope
- C. Verify Scope
- D. Control Scope

**Correct Answer:** D

**Section:** Volume E

**Explanation**

**Explanation/Reference:**

**QUESTION 653**

The total of the planned value (PV) is also known as:

- A. work breakdown structure (WBS).
- B. schedule target.
- C. performance measurement baseline (PMB).
- D. earned value baseline.

**Correct Answer:** C

**Section:** Volume E

**Explanation**

**Explanation/Reference:**



**QUESTION 654**

When a permitting agency takes longer than planned to issue a permit, this can be described as a risk:

- A. event.
- B. response,
- C. perception.
- D. impact.

**Correct Answer: A**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 655**

Plan-do-check-act is also known as:

- A. prevention over inspection.
- B. statistical sampling.
- C. management responsibility,
- D. continuous improvement.

**Correct Answer: D**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 656**

Which of the following is a tool or technique used in the Determine Budget process?

- A. Variance analysis
- B. Three-point estimating
- C. Bottom-up estimating
- D. Historical relationships

**Correct Answer: D**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 657**

The risk shared between the buyer and seller is determined by the:

- A. assumption log.
- B. quality checklist.
- C. risk register.
- D. contract type.

**Correct Answer: D**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 658**

The project management processes are usually presented as discrete processes with defined interfaces, while in practice they:

- A. operate separately.
- B. move together in batches,
- C. overlap and interact.
- D. move in a sequence.

**Correct Answer: C**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 659**

The process for performing variance analysis may vary, depending on:

- A. scenario building, technology forecasting, and forecast by analogy.

- B. working relationships among various stakeholders and team members.
- C. application area, the standard used, and the industry,
- D. work to be completed next.

**Correct Answer: C**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 660**

A tool and technique used during the Define Scope process is:

- A. facilitated workshops.
- B. observations.
- C. questionnaires and surveys.
- D. group creativity techniques.

**Correct Answer: A**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 661**

Which of the following response strategies are appropriate for negative risks or threats?

- A. Share, Accept, Transfer, or Mitigate
- B. Exploit, Enhance, Share, or Accept
- C. Mitigate, Share, Avoid, or Accept
- D. Avoid, Mitigate, Transfer, or Accept

**Correct Answer: D**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 662**

Identify Stakeholders is the process of identifying all of the people or organizations impacted by the project and documenting relevant information regarding their interests in, involvement in, and impact on the project:

- A. manager.
- B. success.
- C. deadline.
- D. scope.

**Correct Answer: B**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 663**

Which of the following is a tool or technique used in the Acquire Project Team process?

- A. Networking
- B. Training
- C. Negotiation
- D. Issue log

**Correct Answer: C**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 664**

Which of the following change requests can bring expected future performance of the project work in line with the project management plan?

- A. Corrective action
- B. Defect repair
- C. Preventative action
- D. Probable action

**Correct Answer: A**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 665**

The cost benefit analysis tool is used for creating:

- A. Pareto charts.
- B. quality metrics.
- C. change requests,
- D. Ishikawa diagrams.

**Correct Answer: B**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 666**

Which of the following are three inputs to the risk register?

- A. Risk register updates, stakeholder register, and quality management plan
- B. Communication management plan, enterprise environmental factors, and activity duration estimates
- C. Risk management plan, activity cost estimates, and project documents
- D. Project scope statement, organizational process assets, and scope baseline

**Correct Answer: C**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 667**

An input of the Create WBS process is:

- A. requirements documentation.

- B. scope baseline.
- C. project charter.
- D. validated deliverables.

**Correct Answer: A**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 668**

In Plan Risk Management, which of the management plans determines who will be available to share information on various risks and responses at different times and locations?

- A. Schedule
- B. Quality
- C. Communications
- D. Cost

**Correct Answer: C**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 669**

Under which type of contract does the seller receive reimbursement for all allowable costs for performing contract work, as well as a fixed-fee payment calculated as a percentage of the initial estimated project costs?

- A. Cost Plus Fixed Fee Contract (CPFF)
- B. Cost Plus Incentive Fee Contract (CPIF)
- C. Firm Fixed Price Contract (FFP)
- D. Fixed Price with Economic Price Adjustment Contract (FP-EPA)

**Correct Answer: A**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 670**

Funding limit reconciliation is a tool and technique used in which process?

- A. Control Costs
- B. Determine Budget
- C. Estimate Costs
- D. Control Budget

**Correct Answer: B**

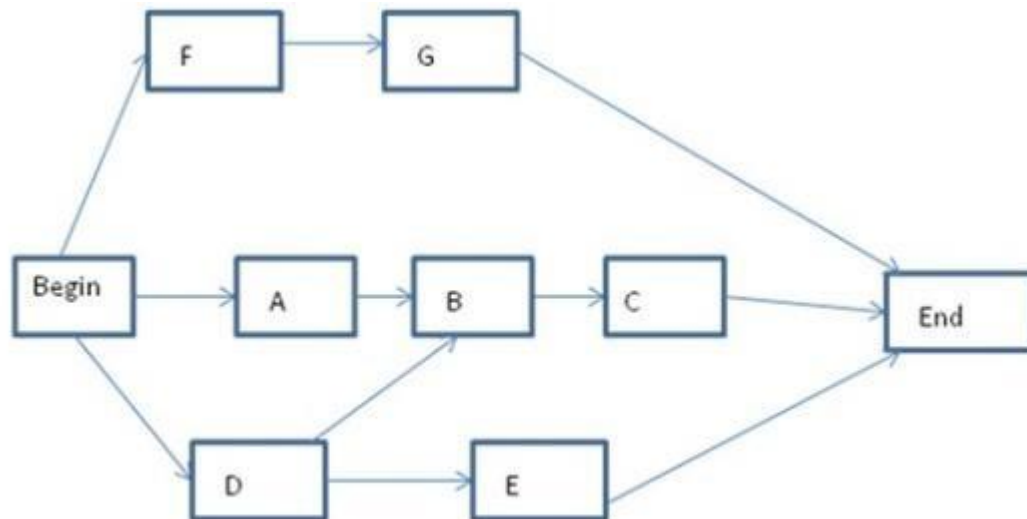
**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 671**

Exhibit A is an example of which of the following types of Sequence Activities?



**Exhibit A**

- A. Activity-on-arrow diagramming
- B. Precedence diagramming
- C. Project schedule network diagramming
- D. Mathematical analysis diagramming

**Correct Answer:** B

**Section:** Volume E

**Explanation**

**Explanation/Reference:**

**QUESTION 672**

Inputs to the Plan Risk Management process include the:

- A. cost management plan.
- B. risk management plan,
- C. activity list,
- D. risk register.

**Correct Answer:** A

**Section:** Volume E

**Explanation**

**Explanation/Reference:**

**QUESTION 673**

Which of the following is an output of Define Scope?

- A. Project scope statement
- B. Project charter
- C. Project plan
- D. Project schedule

**Correct Answer:** A

**Section:** Volume E

**Explanation**

**Explanation/Reference:**



**QUESTION 674**

The correct equation for schedule variance (SV) is earned value:

- A. minus planned value [EV - PV].
- B. minus actual cost [EV - AC].
- C. divided by planned value [EV/PV],
- D. divided by actual cost [EV/AC].

**Correct Answer:** A

**Section:** Volume E

**Explanation**

**Explanation/Reference:**

**QUESTION 675**

After Define Activities and Sequence Activities, the next process is:

- A. Estimate Activity Resources.
- B. Estimate Activity Durations,
- C. Develop Schedule.
- D. Control Schedule.

**Correct Answer:** A

**Section:** Volume E

**Explanation**

**Explanation/Reference:**

**QUESTION 676**

Which risk response strategy is common for both positive and negative risks?

- A. Share
- B. Accept
- C. Mitigate
- D. Transfer

**Correct Answer: B**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 677**

Risk responses reflect an organization's perceived balance between:

- A. risk taking and risk avoidance.
- B. known risk and unknown risk.
- C. identified risk and analyzed risk.
- D. varying degrees of risk.

**Correct Answer: A**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 678**

The three processes of Project Cost Management are:

- A. Estimate Costs, Control Schedule, and Control Costs.
- B. Estimate Costs, Determine Budget, and Estimate Activity Resources.
- C. Determine Budget, Control Schedule, and Estimate Activity Resources.
- D. Estimate Costs, Determine Budget, and Control Costs.

**Correct Answer: D**  
**Section: Volume E**  
**Explanation**

**Explanation/Reference:**

**QUESTION 679**

Which of the following is an output of the Conduct Procurements process?

- A. Project statement of work

- B. Selected sellers
- C. Risk register updates
- D. Teaming agreements

**Correct Answer: B**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**

**QUESTION 680**

The technique of subdividing project deliverables into smaller, more manageable components until the work and deliverables are defined to the work package level is called:

- A. a control chart.
- B. baseline.
- C. Create WBS.
- D. decomposition.

**Correct Answer: D**

**Section: Volume E**

**Explanation**

**Explanation/Reference:**